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**To:** David Scholefield, Chairperson  
Tourism Development Commission

**From:** Steve Geiogamah, Tourism Development Manager

**Date:** April 18, 2017

**Subject:** FY2017/18 Experience Scottsdale Destination Marketing Guide & Performance Measurements

As part of the Destination Marketing Service Agreement between the city and the Experience Scottsdale, the city requires the delivery and approval of the annual destination marketing program and performance measurements. Both are intended to reflect current industry priorities and contractual requirements.

Performance measurements consider current year to date measurements, evaluation methods, tourism development investments, and market conditions. Performance measurements include a comparison to FY2015/16 actual results, FY2016/17 goals and year-to-date achievements.

Staff is currently negotiating a new destination marketing agreement. The FY2017/18 Destination Marketing Plan and performance measurements will be incorporated into the new agreement.

**Requested Action**

If the Commission wishes to approve the FY2017/18 Experience Scottsdale marketing guide and performance measurements action by motion is required. Or if the Commission wishes to consider additional changes, staff will proceed accordingly.



DESTINATION  
*MARKETING GUIDE*  
2017 – 2018



EXPERIENCE  
SCOTTSDALE

# DEAR STAKEHOLDER:

Just as our community must continue to evolve in order to flourish, so too must the efforts of Experience Scottsdale. We uphold strategies that consistently provide a strong return on investment, while constantly monitoring best practices, new technologies and creative ideas to improve upon our endeavors and drive incremental tourism business to our community. We invite you to review this guide to learn how you can best partner with us on our programs to boost your engagement and extend our collective message.

In this guide, you'll find an assessment of the tourism industry landscape that examines the current state of our industry and explores challenges and opportunities both nationally and locally that might impede or accelerate our industry's growth (pgs. 3-8).

We then share with you our coming year's strategic initiatives (pgs. 9-10) – new and creative ways to advance Scottsdale's reputation as a world-class vacation and meetings destination. These include:

- **Engaging in high-impact advertising** to boost the destination's brand recognition in our top visitor markets.
- **Launching a new culinary microsite** to better raise awareness about the Scottsdale area's thriving food and cocktail scene.
- **Connecting with clients in emerging second-tier markets** to develop new contacts and introduce meeting planners to the destination.
- **Targeting high-value social media influencers** to keep pace with the changing media landscape.
- **Hosting multi-client events in key feeder markets** to pique clients' interest and help increase Scottsdale's presence in San Francisco, Chicago and Denver.
- **Producing and distributing industry research** to equip our members with insight into how best to reach new customers.
- **Supporting the City's tourism strategic plan** by collaborating with community partners to implement the plan's strategies and enhance the destination's appeal.

Lastly, if you're just beginning your membership with us, you'll also want to learn more about the comprehensive programs we execute in marketing, communications, convention sales and services, and tourism (pgs. 11-19).

We look forward to working with you!

Sincerely,



A handwritten signature in black ink that reads "Rachel Sacco".

Rachel Sacco  
*President & CEO*



A handwritten signature in black ink that reads "Jack Miller".

Jack Miller  
*Board Chairman*



# ABOUT US

## EXPERIENCE SCOTTSDALE OVERVIEW

Originally founded in 1987 as the tourism arm of the Scottsdale Area Chamber of Commerce, Experience Scottsdale became a standalone organization in 2001. Experience Scottsdale has more than 40 full- and part-time employees, along with a volunteer board of directors who represent a variety of segments from the tourism industry. Experience Scottsdale is a 501(c)(6) nonprofit, private company that has contracts with the City of Scottsdale and Town of Paradise Valley to conduct destination marketing efforts on behalf of these municipalities. Combined, these entities provided approximately \$11.2 million of Experience Scottsdale's \$14.2 million budget in 2016-17.

Experience Scottsdale's primary source of revenue comes from bed tax collected and remitted by Scottsdale resorts and hotels. Experience Scottsdale receives half of the annual bed-tax collections for destination marketing, while the City allocates \$1.5 million to the general fund and invests the remaining dollars. The City's Tourism Development Commission (TDC) offers recommendations to the Scottsdale City Council on apportioning the City's remaining half of bed-tax revenue, which is designated primarily for tourism-related capital projects and special events. The City's Tourism & Events Department oversees Experience Scottsdale's contract with the City.

Partnering with neighboring communities allows Experience Scottsdale to build the region's attractiveness in the eyes of our visitors, especially as these communities build attractions and hotels along Scottsdale's borders. Experience Scottsdale merges and leverages its revenue in order to maximize the return on investment for all partners. Experience Scottsdale has served as the Town of Paradise Valley's destination marketing organization since 1987; our current contract goes through June 2020. Additionally, the Salt River Pima-Maricopa Indian Community and Fort McDowell Yavapai Nation invest in Experience Scottsdale's marketing efforts.

Another Experience Scottsdale public-revenue source is the State of Arizona, via Proposition 302, in which Maricopa County hotel operators and rental car companies collect and remit an additional tax to the State that is then divvied among numerous projects.

As a membership-based organization with more than 400 members, Experience Scottsdale receives private revenue via membership dues and through program participation fees.

## VISION

Our vision is to position Scottsdale as a world-class vacation, meetings and group travel destination by communicating an image that sells the uniqueness of the Scottsdale experience.

## MISSION

Experience Scottsdale is committed to enhancing the economic base of Scottsdale and its partnering communities through a strong visitor, meetings and group travel industry. We achieve this by:

- Maintaining a leadership position in Arizona's hospitality and tourism industry.
- Positioning Scottsdale in top-performing domestic and international markets to attract targeted, high-value visitors to Scottsdale.
- Teaming with member businesses to create awareness and excitement among meeting planners, tour operators, travel agents and media in our established feeder markets, while building credibility and interest in our entry markets.

## RETURN ON INVESTMENT

Every dollar invested in Experience Scottsdale directly generates \$67 in visitor spending and \$3 in local tax revenue for the benefit of Scottsdale residents. Experience Scottsdale's annual direct economic impact to the community is \$229 million.

*Sources: Longwoods International and Tourism Economics*

# INDUSTRY OUTLOOK

## A LOOK BACK

Scottsdale concluded 2016 with positive year-over-year increases in average daily rate and revenue per available room. However, occupancy remained flat, which was expected due to escalated numbers from Super Bowl XLIX in 2015. When compared to the top 25 markets, Scottsdale's occupancy growth of 0.1 percent for 2016 puts the destination in the No. 13 spot for growth. In comparison, Phoenix ranked No. 2 for growth.

| SCOTTSDALE VS. OTHER U.S. MARKETS |                  |                |                |            |
|-----------------------------------|------------------|----------------|----------------|------------|
| 2016 (January – December)         |                  |                |                |            |
|                                   | Scottsdale Area* | Phoenix Metro* | Top 25 Markets | Total U.S. |
| <b>Occupancy</b>                  | 68.2%            | 67.2%          | 73.4%          | 65.5%      |
| <b>ADR</b>                        | \$188.64         | \$123.01       | \$151.22       | \$123.97   |
| <b>RevPAR</b>                     | \$128.68         | \$82.69        | \$110.97       | \$81.19    |
| Percent Change – 2016 vs. 2015    |                  |                |                |            |
| <b>Occupancy</b>                  | 0.1%             | 2.2%           | -0.2%          | 0.1%       |
| <b>ADR</b>                        | 1.7%             | 1.8%           | 2.6%           | 3.1%       |
| <b>RevPAR</b>                     | 1.8%             | 4.1%           | 2.4%           | 3.2%       |

\*Includes all hotels in Experience Scottsdale's membership, including from Scottsdale, Paradise Valley, Salt River Pima-Maricopa Indian Community, Fort McDowell Yavapai Nation and a few in Phoenix  
+Includes Scottsdale area  
Source: Smith Travel Research, Inc., December 2016. Republication or other re-use of this data without express written permission of STR is strictly prohibited.

When comparing Scottsdale to other warm-weather destinations in our competitive set, the area's occupancy growth is in the middle, but Scottsdale's ADR and RevPAR growth trail toward the bottom. In 2016, Palm Springs and Los Angeles experienced the strongest growth.

| SCOTTSDALE VS. WARM WEATHER COMPETITORS |           |       |        |
|---|-----------|-------|--------|
| Percent Change – 2016 vs. 2015          |           |       |        |
|   | Occupancy | ADR   | RevPAR |
| <b>Austin</b>                           | -2.0%     | 3.1%  | 1.1%   |
| <b>Dallas</b>                           | 1.2%      | 4.4%  | 5.7%   |
| <b>Houston</b>                          | -9.1%     | -3.6% | -12.4% |
| <b>Los Angeles</b>                      | 2.2%      | 8.5%  | 10.8%  |
| <b>Miami</b>                            | -2.7%     | -2.9% | -5.5%  |
| <b>Orlando</b>                          | -1.6%     | 3.5%  | 1.9%   |
| <b>Palm Springs</b>                     | 4.3%      | 7.4%  | 12.0%  |
| <b>San Antonio</b>                      | -0.1%     | 1.4%  | 1.3%   |
| <b>San Diego</b>                        | 1.0%      | 2.8%  | 3.8%   |
| <b>Scottsdale</b>                       | 0.1%      | 1.7%  | 1.8%   |
| <b>Tampa</b>                            | 0.4%      | 5.6%  | 6.0%   |
| <b>Tucson</b>                           | 2.8%      | 4.6%  | 7.6%   |

Source: Smith Travel Research, Inc., December 2016. Republication or other re-use of this data without express written permission of STR is strictly prohibited.

Scottsdale's overall recovery since the economic downturn in 2009 has been slow, but steady. Scottsdale's 68.2 percent occupancy in 2016 is 1.6 percentage points from our high in 2006 when occupancy was 69.8 percent. However, not accounting for inflation,

Scottsdale's ADR of \$188.64 and RevPAR of \$128.68 have continued to grow, outperforming all previous levels.

| SCOTTSDALE TOURISM INDUSTRY MEASUREMENTS |              |                 |                 |
|--|--------------|-----------------|-----------------|
|  | Occupancy    | ADR             | RevPAR          |
| <b>2016</b>                              | <b>68.2%</b> | <b>\$188.64</b> | <b>\$128.68</b> |
| <b>2015</b>                              | 67.7%        | \$185.33        | \$125.38        |
| <b>2014</b>                              | 66.9%        | \$172.13        | \$115.10        |
| <b>2013</b>                              | 64.9%        | \$158.40        | \$102.79        |
| <b>2012</b>                              | 61.9%        | \$151.16        | \$93.51         |
| <b>2011</b>                              | 61.4%        | \$150.88        | \$92.70         |
| <b>2010</b>                              | 60.2%        | \$136.97        | \$82.50         |
| <b>2009</b>                              | 56.0%        | \$139.28        | \$78.03         |
| <b>2008</b>                              | 61.0%        | \$172.26        | \$105.05        |
| <b>2007</b>                              | 66.6%        | \$170.59        | \$113.58        |
| <b>2006</b>                              | 69.8%        | \$164.19        | \$114.46        |

*\*Data reflects year-end numbers reported in the specified calendar years.*  
**Source:** Smith Travel Research, Inc. Republication or other re-use of this data without express written permission of STR is strictly prohibited.

In 2016, bed-tax collections increased 5.1 percent year-over-year to \$18.2 million. Even without the bed-tax increase passed in 2010 by Scottsdale voters whereby the bed-tax rate increased from 3 percent to 5 percent, total collections in 2016 would have surpassed our peak collections from 2007.

### SCOTTSDALE FORECAST

In 2017, Scottsdale-area hotels and resorts are projected to experience flat occupancy with only slight increases in ADR and RevPAR. This is on par with the entire United States. STR forecasts that on average, U.S. markets will see a 0.3 percent drop in occupancy, a 2.8 percent bump in ADR, and a 2.5 percent bump in RevPAR. Following is the 2017 forecast for the Scottsdale area.

**Occupancy: -0.5% to 67.7%    ADR: +2.9% to \$193.74    RevPAR: +2.3% to \$131.14**

*Source:* Smith Travel Research, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.

### LOCAL OPPORTUNITIES

The tourism industry is of critical importance to Scottsdale – generating jobs and tax revenues and impacting the quality of life for residents.

| TOURISM'S IMPORTANCE TO SCOTTSDALE  |
|---|
| <ul style="list-style-type: none"> <li>• Tourism is one of Scottsdale's largest industries, with one in every 10 jobs directly related.</li> <li>• Scottsdale hosted 8.6 million domestic visitors in 2015.</li> <li>• These domestic visitors, plus international visitors, pay more than 20 percent of Scottsdale's privilege tax collections.</li> </ul> |
| <p><i>Sources:</i> City of Scottsdale's Longwoods Travel USA Scottsdale 2016 Visitor Report, City of Scottsdale's Applied Economics 2016 Scottsdale Tourism Study, City of Scottsdale's 2016 Full Demographic and Business Profile</p>  |

As evidenced across the globe, destination marketing organizations (DMOs) like Experience Scottsdale are evolving into destination management organizations. Although marketing remains a priority, DMOs are becoming more actively involved in their communities. To protect their brands, DMOs are ensuring their communities live up to the image they promote to the world. In doing so, they are taking a holistic view of their communities to improve the visitor's experience and the resident's quality of life. They are taking on advisory roles for

their local governments, supporting economic development, collaborating in the planning and vision of their communities, and working toward creating better experiences for visitors.

With this in mind, Experience Scottsdale's Board of Directors defined a vision for Scottsdale to move the destination's renowned tourism brand and product into the future. The vision is founded on three pillars: product experience and development, transportation and regional connectivity, and downtown activation and connectivity. Tackling these three ideas is a big task, and the tourism industry is working with city leaders to prioritize projects that fall within these parameters.

### Product & Experience Development

In order to remain competitive, Scottsdale has to continue offering products and experiences that meet the needs of today's travelers and are authentic to our destination. The City of Scottsdale is currently considering various projects that could help achieve this. Such plans could offer more opportunities by maximizing current event space and creating new gathering spaces in the city. Priorities include:

- **Construction of the Desert Discovery Center:** The Desert Discovery Center is envisioned as a not-for-profit interpretive, education and research center in the McDowell Sonoran Preserve Gateway. The Center will teach visitors and residents how to live in an arid environment through fun, emotional, sensory and cognitive interactions and exhibits.
- **Renovations to Scottsdale Civic Center Mall:** The goal of the Scottsdale Civic Center Mall renovations is to create an "event ready" venue that will allow the destination to be competitive in attracting large-scale tourism events and reboot the Civic Center as the city's epicenter.
- **Upgrades to WestWorld of Scottsdale:** Numerous investments have been made in WestWorld of Scottsdale over the years to create a more desirable and year-round event venue, though many additional improvements are needed to make WestWorld more competitive.

### Transportation & Regional Connectivity

Both visitors and residents increasingly desire the ability to easily move around our community and connect to neighboring communities. Scottsdale must explore options that will move visitors from Phoenix Sky Harbor International Airport to our hotels and resorts and throughout the city, as well as focus on our downtown, looking at improving walkability, creating a bike-share program, and adding parking. Priorities include:

- **Creation of Visitor Transportation Pilot Program:** With limited transportation options, a visitor transportation pilot program is an opportunity to help visitors get from the airport to their hotel and move throughout the city. Such a program could reimburse travelers for ride-sharing, taxi or car services in Scottsdale.

### Downtown Activation & Connectivity

Downtown Scottsdale is the heart of our community. But to attract new customers to the area and support local businesses downtown, we need additional energy and vibrancy both day and night. To do so, Scottsdale needs to take a holistic approach to downtown planning that encapsulates connectivity. The city needs distinct points of interest and places for people to gather and spend time. Such spots would allow for additional product and special events, thus new reasons for people to come downtown. Priorities include:

- **Fulfillment of the Downtown Public Spaces Master Plan:** The master plan, which is included as part of the City of Scottsdale Downtown Scottsdale 2.0 tourism-related economic feasibility study, will build connections between four parcels in downtown cited for redevelopment. The areas will be transformed into public spaces and parks with connections throughout downtown that promote walkability.
- **Upgrades to Scottsdale Stadium:** Given the age of the stadium, the increased demand of events, and larger crowd attendance, multiple upgrades are needed for seating, retail areas, kitchens, and the roof, among others. San Francisco Giants spring training at Scottsdale Stadium has an economic impact of \$27 million for the city, though there are more opportunities to utilize the stadium year-round.

Through this vision and these priorities, we have an opportunity to create an even more desirable destination that will help us sustain our tourism industry and attract new and repeat customers to Scottsdale.

## NATIONAL TOURISM OUTLOOK

The following trends could impact travel in the coming year:

- **Leisure Travel:** More than one-third of Americans plan to take a family vacation 50 miles or more from home with two or more immediate family members in 2017, according to a survey from AAA. This year, family travelers appear to be eyeing more trips, with 28 percent planning to take three or more vacations this year. Meanwhile, the luxury sector is beginning to cater to family travel. Affluent parents are increasingly bringing their children on luxury vacations, according to a Top Flight Family survey. Top Flight Family surveyed individuals with incomes of at least \$100,000, and 43 percent of respondents have stayed with their children at a five-star hotel or resort. Whether looking to foster togetherness or wanting to give children an educational experience, parents see travel as a valuable opportunity for their kids. Such affluent households are spending an average of \$23,000 per year on family travel.

Although “experience,” “authentic” and “curated” had their time in the spotlight, “simplicity” will be the next buzzword in luxury travel, according to Ovation Vacations’ “Luxury Vacation Trends 2017” report. There’s rising demand for more “rustic luxury” experiences integrated into natural surroundings, but still with world-class culinary and wellness experiences. And the next generation of luxury travelers are seeking hotels in smaller destinations that offer everything they want nearby – a convergence of food, art and design.

Culinary continues to be a major hook in travel and trip planning as recognized by *Skift* in 2016. The publication’s “Megatrend 2017” report noted that because restaurants are destinations in their own right, dining out is now a main event. A survey of travelers revealed the majority of Americans identify with casual food, craft beer, food markets, and food festivals, more so than fine dining restaurants and wine tourism. And to some degree, all travelers are foodie travelers, as evidenced by a World Food Travel Association survey that found 95 percent of people are interested in culinary travel experiences. Craft beer, especially, has grown into a massive consumer market. Craft beer enthusiasts are a growing demographic of niche travelers who explore brewpubs, local breweries, beer trails and beer-related events.

- **Business Travel:** Uncertainty about federal policies has impacted expectations for business travel in 2017. Business travel spending is expected to increase 4.4 percent in 2017 to \$296 billion, per the Global Business Travel Association (GBTA), largely driven by price inflation. However, such forecasts were made before the Trump administration’s call to ban travel from some Muslim-majority countries. Thus, surveys from both the Association of Corporate Travel Executives and the GBTA have shown companies are planning to cut back on business travel. However, business travelers remain dedicated to staying on the road for work, with 64 percent agreeing their employers feel business travel is very important to their organization’s overall financial performance. Almost nine out of 10 travelers say they would prefer to travel the same amount or more in the future.
- **Meetings:** According to MPI’s 2017 Meetings Outlook, the rate of growth in the meetings and event industry is slowing slightly. While 58 percent of their survey respondents projected favorable business conditions for the coming year, that figure declined from an earlier survey just a few months prior. Budgets are tight for meetings, and planners and organizers are trying to do more with less. Although 45 percent of respondents also predict favorable budget/spend over the next year, the estimated percentage increase in actual budgets has dropped to 0.6 percent.

American Express Meetings & Events reports that small meetings are poised for big growth in 2017. Internal, advisory and training meetings are expected to increase in frequency. Second-tier cities are also becoming vital to the meetings industry because of their affordability and authenticity, especially as planners – and attendees – experience big city fatigue.

The meetings industry is also seeing a shift toward “festivalization” as events like C2 and South by Southwest gain popularity, according to *Skift*. These hybrid festival/conference events pull together inspiring minds in business, tech, media, science, education, art, and culture, and house them in creative venues and collaborative spaces. Festivalization also includes the strategy of co-locating ancillary events before, during and after large conventions.

- **Air Travel:** Per the International Air Transport Association, global demand for air travel grew 6.3 percent in 2016 compared to the year prior, which is well ahead of the 10-year average annual growth rate of 5.5 percent. International passenger traffic rose 6.7 percent in 2016 compared to 2015, and North American airlines saw demand rise 2.6 percent. In 2016, connectivity increased with the establishment of more than 700 new routes. As a result, a record 3.7 billion passengers flew to their destinations. The U.S. Department of Transportation reported U.S. airlines carried a record 823 million passengers in 2016, including 719 million domestic passengers and 104 million international travelers. That number is up 3.1 percent over the year prior. Despite pushback from American, Delta and United airlines, last year, the U.S. State Department under the Obama administration reaffirmed the aviation policy known as Open Skies, allowing Emirates, Etihad and Qatar airlines to continue operating flights and expanding air services on routes to the U.S. The U.S. Travel Association is urging the Trump administration to uphold the policy.
- **Lodging Industry:** The U.S. hotel industry reported positive results in the three key performance metrics during 2016, according to Smith Travel Research (STR). Overall, in year-over-year results, the U.S. hotel industry’s occupancy was nearly flat, up 0.1 percent to 65.5 percent; average daily rate (ADR) rose 3.1 percent to \$123.97; and revenue per available room (RevPAR) increased 3.2 percent to \$81.19. The absolute values in the three key performance metrics were each the highest STR ever benchmarked. Among the Top 25 Markets, Los Angeles/Long Beach posted the year’s only double-digit increase in RevPAR (+10.8 percent), primarily driven by the largest rise in ADR (+8.5 percent). Norfolk/Virginia Beach saw the largest occupancy increase (+5.0 percent). “In general, we view 2016 as an average year for the U.S. hotel industry,” said Amanda Hite, STR’s president and CEO. “The three key performance metrics hit record highs, but at the same time, RevPAR growth was just below the 30-year U.S. average.”

“Demand has outpaced supply in terms of growth for seven consecutive years, but we expect that to change in 2017 and continue in 2018,” said Hite. “In an environment where occupancy is flat or slightly declining, ADR is the lone driver of RevPAR, which is why we expect RevPAR growth in 2017 and 2018 to be slower than the industry average of the past 30 years (+3.3 percent). That said, growth of any rate continues to push industry performance to all-time highs.”

“The fact is that U.S. hotels are achieving record occupancy levels and near record profit margins,” said R. Mark Woodworth, senior managing director of CBRE Hotels’ Americas Research. “A lot of money is being made from hotel operations these days. While the prospects for growth in revenues and profits are moderating, opportunities still exist.”

Following are expectations by STR, CBRE Hotels Americas Research and PricewaterhouseCoopers (PwC) for 2017.

## 2017 U.S. LODGING INDUSTRY GROWTH FORECASTS

|      | ADR   | RevPAR |
|------|-------|--------|
| STR  | +2.8% | +2.5%  |
| CBRE | +3.1% | +3.0%  |
| PwC  | +2.6% | +1.7%  |

- **International Travel:** Despite challenges around the world, particularly those related to safety and security, demand for international tourism remained robust in 2016. According to the United Nations World Tourism Organization, the number of international tourists rose 3.9 percent in 2016 to 1.23 billion. Last year marked the seventh consecutive year of sustained growth, and such a sequence of uninterrupted solid growth has not been recorded since the 1960s. Looking ahead, the organization forecasts similar growth in 2017, with the number international tourist arrivals growing between 3 to 4 percent. However, the continuing strength of the dollar against a weak global economy coupled with uncertainty about federal policies on immigration have raised concerns about international travel for 2017. Adam Sacks, president of Tourism Economics, has said the annual number of foreign visitors to the United States could fall by 6.3 million between 2016 and 2018 because of global reaction to Trump administration policies and rhetoric. According to Sacks, interest in visiting the United States, including online searches for airline tickets and hotels, started dropping after the election. He anticipates the most significant losses will come from Mexico, Europe and the Middle East.

*Sources: CBRE Hotels Americas Research, International Air Transport Association, MPI, Skift, Smith Travel Research, Inc., Successful Meetings, The New York Times, U.S. Department of Transportation, U.S. Travel Association, United Nations World Tourism Organization*

# 2017-18 STRATEGIC INITIATIVES

Each year, Experience Scottsdale works to maintain programs that provide a consistent return on investment while implementing new programs that will allow us to remain competitive. Following are several areas that Experience Scottsdale will focus on in the coming year to drive new visitation and meetings groups to Scottsdale.

## **ENGAGE IN HIGH-IMPACT ADVERTISING IN MAJOR MARKETS**

Experience Scottsdale's marketing plan includes a presence in luxury, in-flight and driver-specific publications, as well as a robust online program that includes search engine optimization and pay-per-click campaigns. Our television commercials will run on broadcast and cable stations in our key feeder markets. And Experience Scottsdale's high-impact, out-of-home programming will enhance these strategies in key U.S. markets of Chicago, New York, San Francisco and Los Angeles. These efforts may include station dominations, train and tunnel wraps, and billboards. Although Canada's economy continues to struggle and the Canadian dollar remains weak against the U.S. dollar, Experience Scottsdale will maintain its focus on this important market as Canadians are still interested in visiting warm-weather destinations to escape the cold winter months. Our high-impact advertising, which will feature the *Absolutely Scottsdale* messaging, will help boost the destination's brand recognition in our top visitor markets.

## **LAUNCH CULINARY MICROSITE, "DESERT DISH SCOTTSDALE"**

Experience Scottsdale will unveil a new microsite, "Desert Dish Scottsdale," which will help elevate our culinary story and inspire, educate and compel audiences to travel to Scottsdale specifically for its food and beverage offerings. Experience Scottsdale is partnering with a local culinary magazine to produce thoughtful and inspiring articles and videos for the website. In recent years, food has become a major trend in tourism, as evidenced by research conducted in conjunction with our rebranding efforts, which revealed "great restaurants" is the No. 1 driver for travel. A World Food Travel Association survey conducted in 2016 revealed 95 percent of people are interested in some type of culinary travel experience, up from 77 percent in 2013. Although the Scottsdale area has had a strong culinary scene for years, we need to better raise awareness. DesertDish.com will help visitors access, navigate and explore Scottsdale's dining scene.

## **CONNECT WITH CLIENTS IN EMERGING SECOND-TIER MARKETS**

In addition to targeting first-tier markets, Experience Scottsdale's convention sales team will plan client events and sales calls in second-tier cities, such as Austin, Nashville, Kansas City and Stamford, Conn. By emphasizing these emerging markets, Experience Scottsdale will build new contacts and increase planners' familiarity with the destination. After finding success in Connect Meeting's national shows, Experience Scottsdale also will attend the organization's appointment-only regional trade shows in Cincinnati, Denver, and Washington, D.C., to generate new business through one-on-one meetings.

## **TARGET HIGH-VALUE SOCIAL MEDIA INFLUENCERS**

While Experience Scottsdale will continue to work with traditional media outlets, an increased focus will be placed on leveraging social influencers. These influencers help tell Scottsdale's niche stories to their loyal Facebook, Twitter and Instagram audiences. The communications and marketing teams will work in tandem to execute programs such as Instagram takeovers to increase followers for Experience Scottsdale's social platforms. This shift comes as traditional media outlets continue to dwindle. Travelers are becoming more discerning about how they receive their travel inspiration and information, and more and more are turning to travel blogs and social channels.

## **HOST MULTI-CLIENT EVENTS IN KEY MARKETS**

Experience Scottsdale's tourism, communication and convention sales teams will join forces to host multi-client events in some of our top revenue markets. Throughout the fiscal year, the teams will host events that bring together media, meeting planners and travel professionals in Chicago (Scottsdale's No. 2 domestic market), San Francisco (No. 4), and Denver (No. 5). During these multi-client events, Experience Scottsdale staff are joined by participating members to mix and mingle with clients and introduce them to Scottsdale's wide-range of amenities. Multi-client events allow Experience Scottsdale teams to pool resources and host clients in exciting venues and environments: Chicago Blackhawks, San Francisco Giants and Colorado Rockies games. Such events pique clients' interest and help increase Scottsdale's presence in these important markets.

## **PRODUCE AND DISTRIBUTE INDUSTRY RESEARCH**

Research is critical to the success of Experience Scottsdale's marketing and sales initiatives, ensuring our programs are cost-efficient and effective in attracting the right business to Scottsdale. Experience Scottsdale will once again publish results from the biennial Visitor Industry Customer Analysis. With the results from this research study, Experience Scottsdale will find the most effective ways to keep Scottsdale top of mind with potential customers. The research enables the bureau to target, down to the household level, potential high-value visitors with a propensity to travel to Scottsdale. Experience Scottsdale will use the research to determine where and when advertising is placed in each market. Experience Scottsdale also will continue to commission additional proprietary research, including STR reports on Scottsdale-area hotel performance and ORCA reports on local golf performance. By recapping such research, Experience Scottsdale will equip members with insight into the state of the local and national tourism industries.

## **SUPPORT CITY'S FIVE-YEAR TOURISM STRATEGIC PLAN**

Experience Scottsdale continues to work with the City of Scottsdale, Tourism Development Commission and Tourism Advisory Task Force to implement the strategies outlined in the City's five-year tourism strategic plan. Numerous Experience Scottsdale staff members are contributing to task force working groups. The strategic plan initiatives are designed to enhance Scottsdale's tourism industry and unique character of place, and create new visitor experiences that could boost our destination's appeal.



# MARKETING

## OVERVIEW

Experience Scottsdale's marketing department brands the Scottsdale area as an upscale leisure and meetings destination through the use of advertising, high-end collateral and publications, online and email outreach, social media, and event marketing. The department manages advertising, fulfillment, online, creative and visitor services.

## TARGET AUDIENCES

Experience Scottsdale strategically targets the consumer, meetings, and tour and travel markets based on comprehensive research.

### GEOGRAPHIC TARGET MARKETS

**Primary:** Canada (Calgary, Edmonton, Toronto, Vancouver), New York, Chicago, Los Angeles, San Francisco

**Secondary:** Phoenix

### SCOTTSDALE LEISURE TRAVELER – AVERAGE OVERNIGHT DOMESTIC VISITOR

|   |   |
|---|---|
| Average age                                     | 49 years old  |
| Average household income                        | \$80,720  |
| Average length of stay                          | 3.9 nights  |
| Per person expenditures                         | \$244   |
| Percentage of overnight stays in a hotel/resort | 57%   |
| Top activities (rank order):                    | shopping, fine dining, swimming, visiting a landmark/historic site, hiking/backpacking, visiting a national/state park, visiting a museum, going to a casino, going to a bar/nightclub, and golfing |

Source: City of Scottsdale's Longwoods Travel USA Scottsdale 2016 Visitor Report

### SCOTTSDALE LEISURE TRAVELER – LUXURY VISITOR

Represents more than 50% of Scottsdale's core customers who stay at area luxury resorts

|  |              |
|--|--------------|
| Median age   | 50 years old |
| Median household income                                  | \$247,000    |
| Average length of stay                                   | 2.75 nights  |
| Average daily room expenditures                          | \$321        |
| Average daily on-property expenditures (including room)* | \$459        |
| Visited the city more than once in a year                | 42%          |

\*Includes on-property expenditures only and does not include daily off-property expenses.

Source: Experience Scottsdale Visitor Industry Customer Analysis 2015

## BRAND POSITION

Scottsdale's desert location and stirring beauty offer our visitors a getaway that promises relaxation, excitement and discovery. A trip to Scottsdale leaves our visitors feeling effortlessly revitalized.

## PROGRAMS

Many marketing programs are open for Experience Scottsdale member participation. For specific opportunities, refer to the online schedule.

## Media Plan

Each year, Experience Scottsdale creates a media plan based on extensive research and strategic planning to align Scottsdale's brand message with the appropriate mediums to target our niche audiences. With intense competition in the travel marketplace,

Experience Scottsdale looks for the most effective, yet unique and creative, outlets for the Scottsdale message to reach our target audiences. For example, by buying regional media, Experience Scottsdale can effectively reach potential visitors in key feeder markets. To extend the reach of Scottsdale's messages and maximize individual branding potential, Experience Scottsdale encourages members to purchase ad space near the organization's advertising at preferred member rates.

### **Seasonal Campaigns**

In addition to brand advertising, Experience Scottsdale develops seasonal marketing campaigns to push messaging around key destination need time periods such as the holidays and summer. These targeted campaigns use print, direct mail and online mediums to strengthen destination awareness and exposure in key feeder markets, and drive consumers online to learn more.

### **Relationship Marketing**

We maintain permission-based databases for leisure travelers, meeting planners and travel professionals. These databases are used for direct mail and email to keep Scottsdale top of mind with people who have already visited, expressed an interest in visiting, or fit the profile of our target audience.

### **Publications & Promotional Materials**

Experience Scottsdale produces a variety of publications including the Scottsdale Visitor Guide, the primary fulfillment piece for leisure travelers. Other publications available to visitors include the Hiking & Trail Guide, as well as online downloadable guides such as the Downtown Guide, Western Guide and Architecture Guide. To assist meeting planners, travel agents and tour operators, Experience Scottsdale produces the Scottsdale Meeting & Travel Planners Guide and offers high-quality promotional materials that can be used to sell Scottsdale, including brochures, maps, photos and videos.

### **Online Marketing & Social Media**

ExperienceScottsdale.com is Experience Scottsdale's primary website. As part of our online marketing strategy, pay-per-click advertising and search marketing programs drive visitors to the website. We also maintain an active presence on social media sites such as Facebook, Twitter, YouTube and Instagram to further promote Scottsdale. In addition, Experience Scottsdale uses videos, a local influencer program, a responsive website and downloadable guides to provide greater access to information online.

### **Event Marketing**

Experience Scottsdale supports special events by incorporating them into our advertising, visitor guides, website, emails and social media outlets to help drive incremental visitation to the destination. Experience Scottsdale also provides visitor services at several events. In addition, Experience Scottsdale works with special event producers to secure new events that fill room nights and attract new customers to Scottsdale.

### **Visitor Services**

Experience Scottsdale operates the Scottsdale Tourist Information Center, a full-service visitor center located in Scottsdale Fashion Square's food court. Concierges provide visitors with destination information and personal help. In addition, the Scottsdale Tourist Information Center displays Experience Scottsdale member brochures.

# COMMUNICATIONS

## OVERVIEW

Experience Scottsdale's communications department garners positive publicity for the Scottsdale area as a premier travel and meetings destination. Through the voices of credible journalists, Experience Scottsdale is able to increase awareness for Scottsdale, position the area as a world-class destination, and ultimately increase demand. In markets where advertising dollars are scarce or nonexistent, communications programs are the most important tactic used to generate awareness for Scottsdale.

## TARGET AUDIENCES

Targeted, positive media exposure in print, broadcast, online and social mediums frequently generates interest in Scottsdale.

## GEOGRAPHIC TARGET MARKETS

**Domestic:** Chicago, Denver, Los Angeles, New York, San Francisco

**International:** Canada, France, Germany, Mexico, United Kingdom

## PROGRAMS

Many communications programs are open for Experience Scottsdale member participation. For specific opportunities, refer to the online schedule.

### Media Missions & Trade Shows

Experience Scottsdale targets members of the press in key cities with one-on-one editorial meetings, receptions and other special events. These missions allow Experience Scottsdale to build relationships and target high-caliber journalists with strategic messages. When possible, Experience Scottsdale also attends travel trade shows to establish and further develop media relationships and pitch story ideas.

### Media Familiarization Tours

Experience Scottsdale encourages qualified journalists to visit and explore Scottsdale. Media who visit typically produce better coverage and write more frequently about the destination than those who have not. Experience Scottsdale facilitates these individual and group visits by providing story ideas and coordinating customized itineraries with the support of our members who provide accommodations, meals and activities. Group tours are often produced around specific drivers or special events to attract niche media.

Experience Scottsdale also hosts a biennial travel writers conference, Travel Classics West, which provides an additional way to introduce top editors and freelance writers to the destination. When the conference is in another city, Experience Scottsdale representatives attend as sponsors to develop and maintain media relationships.

### Media Resources

Experience Scottsdale's resources provide story ideas, enhance editorial coverage and help Experience Scottsdale build relationships with media.

- **Press Kits:** Experience Scottsdale's press kits, which were written by local writers and experts, are used for media fulfillment. Press kits are available online, and visiting media are encouraged to download the press kits from the website.
- **Press Releases:** Throughout the year, media are targeted with news and seasonal releases, which often incorporate information submitted by Experience Scottsdale members. Some materials are available in other languages.
- **Customized Pitches:** Customized pitches allow Experience Scottsdale to tailor the message to a publication and its audience to secure thorough, high-value coverage.

- **Destination Images:** Experience Scottsdale provides media with high-definition video footage and images to enhance Scottsdale editorial.
- **Scottsdale Travel News:** This monthly e-newsletter updates more than 4,000 domestic and international media on what's new in Scottsdale. Niche versions covering golf and meetings are distributed twice a year.
- **Scottsdale Sun News:** This printed newsletter, which is sent in March and September, provides destination information for travel agents, tour operators, meeting planners, and the media who cover these markets.

#### **Public Relations Representatives**

Experience Scottsdale contracts with international public relations representatives in Canada, the United Kingdom and Germany to have a more consistent presence in these markets. Experience Scottsdale also contracts with a domestic agency with offices in New York and Los Angeles to help further penetrate these media-rich cities. In addition, Experience Scottsdale partners with a local golf-focused public relations agency. Our representatives help build relationships with media in their respective markets, respond to media requests, distribute press materials, coordinate media visits to Scottsdale, and advise Experience Scottsdale regarding opportunities to further our positioning.



# CONVENTION SALES & SERVICES

## OVERVIEW

Experience Scottsdale's convention sales and services department provides destination education to meeting planners and assists with securing space and services for meeting and incentive programs.

## TARGET AUDIENCES

In Scottsdale, an estimated 45 percent of all resort and full-service hotel business results from meetings-related travel.

### Corporate Meetings

More than 60 percent of meetings booked by Experience Scottsdale are from the corporate sector, including healthcare, high tech, financial, manufacturing, insurance, pharmaceutical and retail.

### Association Meetings

Association meetings include major conventions, as well as board meetings, training/educational seminars, professional/technical meetings, and regional/local chapter meetings. These meetings account for more than 20 percent of Experience Scottsdale's bookings.

### Niche Meetings

Niche markets include sports, government and the SMERF market (social, military, educational, religious and fraternal meetings). These groups, which account for less than a quarter of Experience Scottsdale's bookings, often are looking for value when selecting a meetings destination, which makes them a good fit for Scottsdale during the shoulder and summer seasons.

### Third-Party Planners

Meetings from third-party planners account for more than half of Experience Scottsdale's bookings. Much of this can be attributed to Experience Scottsdale's relationships with third-party meetings services companies such as AMEX, HelmsBriscoe, ConferenceDirect, Experient and HPN.

## PROGRAMS

Many convention sales and services programs are open for Experience Scottsdale member participation. For specific opportunities, refer to the online schedule.

### Generating Leads

Experience Scottsdale customizes all meeting planners' requests for accommodations, meeting space and other types of services. Experience Scottsdale does not produce a convention calendar so as to protect the privacy of our clients and ensure that they are only contacted by companies that fit their needs. Experience Scottsdale works closely with both clients and members to ensure a great match between the needs and wants of our clients and the products and services of our members. In addition to leads generated from our own efforts, Experience Scottsdale also has agreements with Cvent and Starcite to generate incremental leads for the destination.

### Trade Shows & Sales Calls

Experience Scottsdale connects face-to-face with meeting planners at select trade shows, which typically generate immediate leads for Experience Scottsdale members. Often in conjunction with a trade show, Experience Scottsdale will conduct sales calls to connect with additional planners. Members frequently partner with Experience Scottsdale for these events, increasing Scottsdale's presence in the markets.

### **Familiarization Tours & Site Inspections**

To give clients a firsthand experience of Scottsdale, Experience Scottsdale conducts two large meeting planner familiarization tours (FAMs) each year: the Sunsational FAM in the spring and the Scottsdale Sonoran FAM in the fall. In addition to these larger FAMs, Experience Scottsdale frequently hosts smaller niche FAMs. When possible, FAMs are produced around special events. These FAMs provide an opportunity for members to showcase their properties and services to highly qualified meeting planners who are actively considering Scottsdale for future programs. In addition to FAMs, smaller and more customized site inspections are coordinated throughout the year for qualified clients. Experience Scottsdale's "Site See & Fly Free" program encourages planners from the U.S. and Canada with active business to fly free on us to see firsthand what makes Scottsdale one of the top meetings destinations.

### **Client Outreach**

Clients are contacted during the year via direct mail, phone calls and emails to generate awareness, keep Scottsdale top-of-mind, and update customers on new amenities and products in the Scottsdale area.

### **Advertising & Public Relations**

Experience Scottsdale reaches meeting planners through advertising in email blasts, digital efforts and online RFP tools such as Cvent and Starcite. The convention sales and communications teams also work together to keep Scottsdale top of mind with media from key meetings publications. In addition, Experience Scottsdale creates meeting planner promotions to target specific geographic areas, such as Canada, and to promote business during need times for the hotels and resorts.

### **Convention Services**

By efficiently matching a planner's requests for destination management services, off-property venues, speakers, wholesale gifts and other types of services with member businesses, Experience Scottsdale streamlines the planning process and makes the planner's job easier. Experience Scottsdale also helps planners boost attendance for their programs by providing complimentary materials such as photos, videos, brochures, visitor guides and welcome letters.



# TOURISM

## OVERVIEW

Experience Scottsdale's tourism department provides destination education to travel agents and tour operators to help them best capture the Scottsdale experience for their clients and to ensure that Scottsdale stands out as a unique destination in tour operator product inventories throughout the world. The department also promotes the Scottsdale area to international meetings groups.

## TARGET AUDIENCES

Experience Scottsdale's tourism programs are targeted to tour operators, airline vacation divisions, online tour operators and travel agents in the United States, Canada, Mexico and Europe.

### United States

The top 12 revenue-producing markets for domestic visitors to Scottsdale are New York, Chicago, Los Angeles, San Francisco, Denver, Seattle, Minneapolis, Washington D.C., Boston, Dallas, Philadelphia and San Diego. The average domestic overnight visitor stays for 3.9 nights, and average per person expenditures are \$244. Favorite activities include shopping, fine dining, swimming, and visiting landmarks and historic sites. Scottsdale's most affluent visitors book their luxury accommodations approximately 44 days before traveling, and 42 percent visit Scottsdale more than once per year. Repeat visitation is most likely to occur in July and November.

### Canada

Although Canadian visitation to the U.S. declined by 10 percent in 2015 largely due to the declining value of the Canadian dollar, Canada remains the largest international inbound market to the United States. At 20.7 million, Canadians represented 26 percent of all international arrivals to the U.S. According to the U.S. Department of Commerce's six-year forecast, Canadian visitation to the U.S. will grow by 1.8 million, nearly 9 percent, from 2015 to 2021. While the rest of the country saw a decline in Canadian visitation, Arizona saw a 3.5 percent increase in Canadian travelers with 928,051 visitors in 2015. They come to shop, dine, sightsee and participate in sports or outdoor activities. Canada remains Arizona's top-grossing international market by overall expenditures, despite per party spending dropping 3 percent to \$1,228 in 2015. Ninety percent of Canadian travelers to Arizona visited for leisure. Canadian visitors traveling to Arizona came primarily by air (66 percent), while 30 percent drove to Arizona. Top revenue-producing Canadian markets to Scottsdale are Toronto, Calgary, Vancouver, Edmonton and Montreal.

### Mexico

Mexico is the second-largest international inbound travel market to the United States, but according to the U.S. Department of Commerce, it will rival Canada for the top origin market spot. In 2015, Mexican travelers represented 24 percent of all international travelers to the U.S. Mexico visitors to the U.S. are forecasted to grow by 4.2 million, nearly 23 percent, from 2015 through 2021, reaching 22.6 million. Favorite vacation activities of the Mexican traveler include shopping, restaurant dining and urban attractions. Travel packages that include added value such as complimentary nights, complimentary breakfast or room upgrades are most popular. Approximately 3.8 million Mexicans traveled to Arizona in 2015. While only 16 percent of all Mexican visitors to Arizona stayed overnight, 61 percent of these visitors stayed in a hotel with the other 39 percent staying in a private home.

### Europe

In 2015, the U.S. saw an 11 percent increase in European travelers, with 15.7 million entering the U.S. Scottsdale's key target markets in Europe are the United Kingdom, Germany and France. The U.S. Department of Commerce forecasts that by 2021, arrivals from Europe will increase by 15 percent to 18 million. The largest growth will come from the U.K. (+402,000) and France (+239,000). In 2015, Arizona welcomed 133,903 German travelers, 117,581 U.K.

travelers, and 111,960 French travelers. The average U.K. visitor to Arizona is approximately 46 years old and has an average household income of \$105,071. Of Arizona's U.K. visitors, 28 percent flew into the United States through Las Vegas and another 20 percent came through Los Angeles. Arizona's German travelers are typically a bit younger at approximately 40 years old with a household income of \$102,455. They primarily travel to Arizona through Los Angeles and San Francisco. Visitors from France, who average 40 years old with a household income of \$76,598, also come through those two ports of entry. Visitors from these countries tend to spend more and stay longer, and often visit Scottsdale during the summer months.

*Sources: Arizona Office of Tourism, City of Scottsdale, Experience Scottsdale, U.S. Department of Commerce, U.S. National Travel and Tourism Office*

## **PROGRAMS**

Many tourism programs are open for Experience Scottsdale member participation. For specific opportunities, refer to the online schedule.

### **Generating Leads**

The tourism department generates leads for Experience Scottsdale members. Once a tour operator has established a relationship with a Scottsdale hotel, Experience Scottsdale introduces new itinerary ideas to enhance the experience for customers and hopefully increase the number of nights booked for a Scottsdale vacation.

### **Trade Shows & Sales Missions**

Experience Scottsdale connects face-to-face with travel professionals at select trade shows, which generate immediate leads for Experience Scottsdale members. In addition, Experience Scottsdale conducts sales missions, client events and educational seminars in key markets to cultivate relationships with new clients and meet with long-term clients. During one-on-one client meetings, Experience Scottsdale reviews travel catalogues to ensure that Scottsdale hotels and resorts are properly featured within a Scottsdale-branded section, as well as the destination being prominently featured in the catalogue and possibly even highlighted on the cover.

### **Familiarization Tours & Site Inspections**

Experience Scottsdale hosts familiarization tours (FAMs) for travel professionals to increase their overall knowledge of the destination by experiencing it firsthand. These FAMs and site inspections provide an opportunity for members to showcase their properties, services and events to travel professionals who are actively seeking new product to sell.

### **Product Training Seminars**

Experience Scottsdale conducts in-person and online product training sessions for travel industry clientele and reservation agents who sell Scottsdale hotels and activities. These seminars are a valuable tool for increasing room-night bookings to the area – the more information each agent absorbs, the easier the destination is to sell to the leisure traveler.

### **Relationship Marketing**

Tourism clients are contacted throughout the year via direct mail and email to generate awareness, keep Scottsdale top of mind, and update customers on new amenities and products in Scottsdale. Seasonal package promotions are emailed to travel agents to promote fall, spring and summer specials from Experience Scottsdale members.

### **Trade Cooperative Marketing**

To drive more travelers to purchase Scottsdale vacation packages, Experience Scottsdale partners with international and domestic tour operators to create trade cooperative marketing campaigns in their respective cities and countries. These promotions are organized around seasonal travel packages or a Scottsdale vacation contest. Experience Scottsdale matches the nominal cost incurred by the tour operator to execute the promotion and in turn receives exposure in every medium of the promotion (e.g. print ads, direct mail, in-store displays).

To gain additional exposure, Experience Scottsdale cultivates affinity marketing partnerships with companies outside the tourism industry who share a similar target audience. These layered campaigns often include in-store promotions, magazine ads and editorial, direct mail, email and catalogues. The cooperative efforts benefit Experience Scottsdale and the partnering company, as well as travel agents who are often included as a call-to-action for those interested in booking a Scottsdale vacation. Collected consumer information also allows Experience Scottsdale to provide additional information to potential visitors.

### **Services**

Experience Scottsdale also helps travel professionals sell Scottsdale by providing complimentary materials such as photos, videos, brochures, maps, visitor guides and itinerary ideas. Many travel professionals include Scottsdale promotional pieces with itineraries for clients who have purchased a Scottsdale vacation.

### **Tourism Representatives**

Experience Scottsdale works with trade representatives in the United Kingdom, Germany, Canada and Mexico. Our representatives respond to travel industry requests, participate in trade shows, and conduct educational seminars and sales missions in an effort to promote tourism to Scottsdale.

# FULL- & PART-TIME STAFF

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# BOARD OF DIRECTORS

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*\* Executive Committee Member*

*+ Ex-officio Member*

# COMMUNITY PARTNERS

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*Talking Stick Resort*

**Steve Geigamah**

*City of Scottsdale (staff liaison)*

## SCOTTSDALE TOURISM ADVISORY TASK FORCE

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*Up with Downtown Scottsdale*

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*Celebration of Fine Art*

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*Scottsdale resident*

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*City of Scottsdale (staff liaison)*

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Councilwoman Kathy Littlefield

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Councilman Guy Phillips

Councilman David N. Smith

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Vice Mayor Jerald Bien-Willner

Councilman Paul Dembow

Councilman Scott Moore

Councilwoman Julie Pace

Councilman David Sherf

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Vice President Pansy Thomas

Councilmember Gerald Doka

Councilmember Paul Russell

Secretary Selena Castaneda

Treasurer Pamela Mott

General Manager Philip Dorchester

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Councilmember Michael Dallas

Councilmember Jenelle Howard

Councilmember Archie Kashoya

Councilmember Thomas Largo

Councilmember Ricardo Leonard

Councilmember Deanna Scabby





EXPERIENCE  
**SCOTTSDALE**

**Media Schedule 2017-2018**

*Note: Final decisions will be made based on budget and space availability.*

**JULY 2017**

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.
- YouTube.com

**AUGUST 2017**

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.
- YouTube.com

**SEPTEMBER 2017**

- Arizona Republic (Scottsdale section)
- Emiles.com
- Facebook.com
- Fortune
- Pay Per Click – general, golf, events, geo-targeted, etc.
- YouTube.com

**OCTOBER 2017**

- Arizona Republic (Scottsdale section)
- Facebook.com
- Meetings Net Webinar
- National Geographic Traveler – Oct/Nov
- Links Magazine
- Score Golf
- Pay Per Click – general, golf, events, geo-targeted, etc.
- YouTube.com

**NOVEMBER 2017**

- AFAR – Nov/Dec
- American Way
- Arizona Republic (Scottsdale section)
- Bon Appetit
- British Airways High Life
- enRoute Air Canada

- Facebook.com
- Fast Company
- Golf Magazine
- Ignite Canada – Nov/Dec
- Los Angeles – Television
- Los Angeles – Santa Monica Place Takeover
- Los Angeles – Sunset Boulevard Billboard
- Meetings & Conventions
- Meetings Net
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Southwest The Magazine
- Sunset Magazine
- WestJet's Up!
- YouTube.com

## DECEMBER 2017

- American Way
- Arizona Republic (Scottsdale section)
- Bon Appetit
- British Airways High Life
- enRoute Air Canada
- Facebook.com
- Fortune
- National Geographic Traveler – Dec/Jan
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Southwest The Magazine
- Sunset Magazine
- WestJet's Up!
- YouTube.com

## JANUARY 2018

- AFAR – Jan/Feb
- American Way
- AOT Visitor Guide
- Arizona Republic (Scottsdale section)
- Bon Appetit
- British Airways High Life
- Canada – Vancouver Train Wraps
- enRoute Air Canada
- Facebook.com
- Fortune
- Golf Magazine
- Meetings & Conventions
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Southwest The Magazine
- Sunset Magazine
- WestJet's Up!
- YouTube.com

## **FEBRUARY 2018**

- Arizona Republic (Scottsdale section)
- Bon Appetit
- Canada – Television
- Canada – Toronto Union Station Saturation
- Canada – Vancouver Train Wraps
- Chicago – Ogilvy Station Saturation
- Chicago – Jackson Tunnel Wrap
- Chicago – Television
- Chicago – Train Wrap
- Facebook.com
- Fast Company
- Golf Magazine
- Ignite Canada – Feb/March
- Links Magazine
- Meetings & Conventions
- National Geographic Traveler – Feb/March
- New York – Penn Plaza Saturation
- New York – Penn Plaza Digital Boards
- New York – Penn Station Saturation
- New York – Television
- Pay Per Click – general, golf, events, geo-targeted, etc.
- WestJet's Up!
- YouTube.com

## **MARCH 2018**

- Arizona Republic (Scottsdale section)
- Canada – Vancouver Train Wraps
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.
- YouTube.com

## **APRIL 2018**

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Score Golf
- YouTube.com

## **MAY 2018**

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Phoenix – Summer Billboards
- YouTube.com

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.
- YouTube.com

DRAFT



## Communications Program of Work 2017-2018 (\*open to member participation)

### JULY 2017

#### **\*Arizona Governor's Conference on Tourism – July 19-21**

The annual Arizona Governor's Conference on Tourism provides the state's tourism stakeholders the opportunity to network with peers, learn from expert panelists, draw inspiration from keynote speaker, and celebrate our industry's accomplishments

- Participation Cost: varies. Visit [azgcot.com](http://azgcot.com)
- Location: JW Marriott Phoenix Desert Ridge Resort & Spa, Phoenix, Arizona

### AUGUST 2017

#### **Troon Challenge National Finals – TBD**

Experience Scottsdale will partner with Troon Golf to host the estimated 100 regional qualifiers from around the United States to the National Finals at Troon North's two courses. Experience Scottsdale will host a foursome of media the media will stay at Scottsdale area properties.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: 4 writers
- Location: Scottsdale, Arizona
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdaleb.com](mailto:jduffy@experiencescottsdaleb.com) or 480-889-2716

#### **\*Denver Media/Client Event – Aug. 16**

Experience Scottsdale's communications, marketing, tourism and convention sales departments will partner to host an event for Denver area media, meeting planners and travel professionals at a Colorado Rockies game. This event will give participating members the chance to present their company's information to media and clients in this key feeder market. While Denver is a small media market, it ranks fifth for domestic feeder cities to Scottsdale and is particularly important in luring these visitors during Scottsdale's peak season. Increased direct flights from Denver to Phoenix, Colorado Rockies spring training at the Fields at Talking Stick and Experience Scottsdale's targeted marketing in this region have led to a steady increase in Denver area visitation to Scottsdale.

- Participation Cost: \$850 (plus travel expenses)
- Estimated Media Attendance/Interaction: 15 journalists
- Location: Denver, Colorado
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdaleb.com](mailto:jduffy@experiencescottsdaleb.com) or 480-889-2716

### SEPTEMBER 2017

#### **\*San Francisco Media/Client Event & Mission –Sept. 11-13**

Experience Scottsdale's communications, marketing, tourism and convention sales departments will partner to host an event for Bay-area media, meeting planners and travel professionals at a San Francisco Giants game. This event will give participating members the chance to present their company's information to media and clients in this key feeder market. San Francisco ranks fourth for visitation to Scottsdale with very high spend. The Giants' 2010, 2012 and 2014 World Championships have continued to contribute strong visitation from the Bay Area to Scottsdale.

- Participation Cost: \$850 (plus travel expenses) for the game and \$450 for outside appointments – space is limited
- Estimated Media Attendance/Interaction: 30 San Francisco-area journalists
- Location: San Francisco, California
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdaleb.com](mailto:jduffy@experiencescottsdaleb.com) or 480-889-2716

## OCTOBER 2016

### \* Vancouver Media Event – Fall 2017

The Communications and Tourism teams will partner to host an event for key travel and lifestyle journalists and a handful of top tour operators. This event will give participants the chance to interact with key journalists in this market to keep Scottsdale top-of-mind.

- Participation Cost: TBD
- Estimated Media Attendance/Interaction: approximately 35 journalists and 10 travel professionals
- Location: Vancouver, Canada
- Experience Scottsdale contact: Laura McMurchie at [lmcmurchie@experiencescottsdale.com](mailto:lmcmurchie@experiencescottsdale.com) or 480-429-2253

### \*Scottsdale Sonoran Meetings FAM – TBD

The Communications team will work with the Convention Sales team to host 2-3 meetings journalists as part of this meeting planner familiarization tour. This FAM trip gives media the opportunity to discover Scottsdale's meeting venues and amenities as well as to interact with their readers, the meeting planners.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 2-3 journalists covering the meetings market
- Location: Scottsdale, Arizona
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdale.com](mailto:jduffy@experiencescottsdale.com) or 480-889-2716

## NOVEMBER 2017

### New York Media Mission – Nov. 6-10

Experience Scottsdale will conduct media appointments with key editors and freelance writers to pitch Scottsdale story ideas and keep the destination top-of-mind with travel, culinary and lifestyle journalists. Working with The Brandman Agency, Experience Scottsdale will foster existing media relationships as well as tap into new contacts. The mission will also include a happy hour with editors who plan to attend the Travel Classics West conference that will be held in Scottsdale in November. New York is the media hub of the U.S. and Scottsdale's top revenue generating market.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: 50 New York-area journalists
- Location: New York, New York
- Experience Scottsdale contact: Laura McMurchie at [lmcmurchie@experiencescottsdale.com](mailto:lmcmurchie@experiencescottsdale.com) or 480-429-2253

### \*Travel Classics West – Nov. 16-19

Experience Scottsdale, the original host of the Westcoast swing of Travel Classics, will once again sponsor this prominent travel writer conference that brings together approximately 15 editors and 35 freelance writers. Sponsors have the opportunity to host on- and off-site events that will allow them to gain exposure to these key journalists.

- Participation Cost: Varies per sponsorship; participation limited to event sponsors. Visit [www.travelclassics.com/conferences](http://www.travelclassics.com/conferences) for information.
- Estimated Media Attendance/Interaction: 15-18 top editors and 35-40 freelance writers
- Location: Tucson, Arizona
- Experience Scottsdale contact: Laura McMurchie at [lmcmurchie@experiencescottsdale.com](mailto:lmcmurchie@experiencescottsdale.com) or 480-429-2253

### \*Travel Classics West Pre-Conference Press Trip – TBD

### \*Chicago Media/Client Event – TBD

Experience Scottsdale's communications, marketing, tourism and convention sales departments will partner to host Chicago-area media, meeting planners and travel professionals to a Blackhawks game in a luxury suite. This event will give participating members the chance to present their company's information to media and clients in this key feeder market. Chicago is an important market for Scottsdale particularly in our peak season when rates are at a premium. Ranking third for visitation to Scottsdale, the revenue generated from this market is on par with San Francisco, which brings in more visitors and ranks second for visitation to the city.

- Participation Cost: \$850 (plus travel expenses) – space is limited
- Estimated Media Attendance/Interaction: 20 Chicago-area journalists
- Location: Chicago, Illinois
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdale.com](mailto:jduffy@experiencescottsdale.com) or 480-889-2716

## DECEMBER 2017

### \*US/Canada Media FAM --- TBD

### \*Mexico Media FAM – TBD

Scottsdale, Phoenix, Tempe

### \* European Golf & Travel Media Association Media FAM – TBD

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 4 golf journalists
- Location: Scottsdale, Arizona
- Experience Scottsdale contact: Laura McMurchie at [lmcmurchie@experiencescottsdale.com](mailto:lmcmurchie@experiencescottsdale.com) or 480-429-2253

### Chicago Media (Visit Phoenix) – Winter 2017

Experience Scottsdale will join Visit Phoenix in hosting an event for approximately 40 Chicago-area journalists. Chicago is an important market for Scottsdale particularly during peak season when rates are at a premium. Ranking third for visitation to Scottsdale the revenue generated from this market is on par with San Francisco, which brings in more visitors and ranks second for visitation to the city.

- Participation Cost: TBD
- Estimated Media Attendance/Interaction: 40
- Location: Chicago, Illinois
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdaleb.com](mailto:jduffy@experiencescottsdaleb.com) or 480-889-2716

## JANUARY 2018

### \*Scottsdale Open Media FAM – TBD

Experience Scottsdale will once again sponsor the Scottsdale Open, the precursor to the PGA's Waste Management Phoenix Open. Experience Scottsdale will host four golf journalists to a sampling of resorts, activities and courses including the legendary Grayhawk, Troon and TPC Scottsdale.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 4 North American journalists
- Location: Scottsdale, Arizona
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdaleb.com](mailto:jduffy@experiencescottsdaleb.com) or 480-889-2716

### \*TravMedia International Media Marketplace – TBD – The Brandman Agency to represent Scottsdale

- Location: New York, New York
- Experience Scottsdale contact: Laura McMurchie at [lmcmurchie@ExperienceScottsdale.com](mailto:lmcmurchie@ExperienceScottsdale.com) or 480-429-2253

## FEBRUARY 2018

### \* International Media FAM

#### AOT Toronto/New York Media Events --- Feb. 5-9

#### AOT Mexico Media/Trade Mission – Feb. 19-23

Experience Scottsdale will join the Arizona Office of Tourism and statewide DMOs for media/sales events in Mexico City and Guadalajara, Mexico. Visitors from Mexico and Canada still remain Scottsdale's top international markets and travelers from Mexico City have a high propensity to seek out luxury resorts, spa, golf and dining. In addition, they travel over peak holiday periods that result on high revenue visit.

- Participation Cost: varied. Participation is open to CVBs, Chambers and DMOs, and will be limited.
- Estimated Media Attendance/Interaction: 50 key journalists
- Location: Mexico City and Guadalajara, Mexico
- Experience Scottsdale contact: Laura McMurchie at [lmcmurchie@experiencescottsdale.com](mailto:lmcmurchie@experiencescottsdale.com) or 480-429-2253

## MARCH 2018

### ITB Trade Show – TBD ES staff or Kaus Media Services

Experience Scottsdale will attend the International Tourismus Borse (ITB), an annual trade show that involves more than 50,000 tourism professionals from around the world, including travel agents, tour operators and media. Pre-scheduled appointments are arranged through Arizona's German representative. North America is the primary markets for visitation to Arizona; however the long-haul markets listed above are important visitors in key periods such as spring, holidays and summer. In addition, overseas visitors tend to stay longer and spend more money than North American visitors.

- Participation Cost: vary
- Estimated Media Attendance/Interaction: 20-30 German journalists
- Location: Berlin, Germany
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdaleb.com](mailto:jduffy@experiencescottsdaleb.com) or 480-889-2716

## APRIL 2018

### \*US/Canada Blogger/Social Influencer FAM

#### Los Angeles Media Mission – April 2018

Experience Scottsdale will meet with key editors and freelance writers in this important market in a series of small events and editorial meetings. Meetings and events with key editors and freelance writers will allow members to pitch Scottsdale story ideas and keep the destination top-of-mind with travel, culinary and lifestyle journalists. Los Angeles is Scottsdale's No. 2 feeder market, which makes it one of Scottsdale's most important short-haul markets and one of the most important media markets behind New York City. In addition, Los Angeles continues to be an important summer market for Scottsdale.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: 40 travel and lifestyle L.A. journalists
- Location: Los Angeles, California
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdaleb.com](mailto:jduffy@experiencescottsdaleb.com) or 480-889-2716

## MAY 2018

### \*Spring Meeting Planner FAM – TBD

The Communications team will work with the Meetings & Conventions team to host 2-4 meetings journalists as part of this meeting planner familiarization tour. This FAM trip gives media the opportunity to discover Scottsdale's meeting venues and amenities as well as to interact with their readers, the meeting planners.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 2-4 journalists covering the meetings market
- Location: Scottsdale, Arizona
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdaleb.com](mailto:jduffy@experiencescottsdaleb.com) or 480-889-2716

### \*Travel Classics International – TBD

Travel Classics International is a premier travel writer conference that allows freelance travel writers the opportunity to meet with the industry's top editors. There is a low writer-to-editor ratio and pre-scheduled appointments, which gives the writers ample opportunities to have one-on-one time with the editors. This conference attracts top-notch editors from publications such as *Sunset Magazine*, *National Geographic Adventure*, *Self*, *Robb Report*, *AARP Magazine*, *Men's Journal*, *Golf for Women*, *Saveur* and more. AOT is a sponsor/co-host of Travel Classics West and traditionally attends Travel Classics International.

- Participation Cost: Sponsorships vary
- Estimated Media Attendance/Interaction: Approximately 15 editors and 35 freelance writers
- Location: Montreal, Quebec Canada
- Experience Scottsdale contact: Laura McMurchie at [lmcmurchie@experiencescottsdale.com](mailto:lmcmurchie@experiencescottsdale.com) or 480-429-2253

### AOT German Media Mission – TBD

- Participation Cost: N/A. Participation is open to Arizona Chambers and DMOs, and will be limited.
- Estimated Media Attendance/Interaction: Experience Scottsdale will meet with approximately 40 journalists
- Location: TBD
- Experience Scottsdale contact: Laura McMurchie at [lmcmurchie@experiencescottsdale.com](mailto:lmcmurchie@experiencescottsdale.com) or 480-429-2253

### **\*IPW Denver, Colorado – May 19-23**

IPW is the largest and most important international trade show held in the United States. Experience Scottsdale will have appointments with top international and domestic media and tour operators from Asia, Australia, Canada, Germany, Latin America, Mexico and United Kingdom. Experience Scottsdale members have the opportunity to participate in the bureau's booth for \$2,900 or PR representatives can choose to participate in the one-day media marketplace for \$750.

- Participation Cost: \$750-\$2,900 (plus travel expenses) – space is limited
- Estimated Media Attendance/Interaction: More than 400 domestic and international journalists attend
- Location: Denver, Colorado
- Experience Scottsdale contact: Laura McMurchie at [lmcmurchie@experiencescottsdale.com](mailto:lmcmurchie@experiencescottsdale.com) or 480-429-2253 or Jen Duffy at [jduffy@experiencescottsdale.com](mailto:jduffy@experiencescottsdale.com) or 480-889-2716

## **JUNE 2018**

### **\*Public Relations Society of America Travel & Tourism Conference – TBD**

This annual conference offers communications professionals in the travel and tourism arena the opportunity to learn about industry trends, technology and best practices from their peers as well as top travel media.

- Participation Cost: Approximately \$730-\$930 for registration (plus travel). Visit [www.prsa.org/Conferences/TravelTourism/](http://www.prsa.org/Conferences/TravelTourism/) for information.
- Location: TBD
- Experience Scottsdale contact: Jen Duffy at [jduffy@experiencescottsdale.com](mailto:jduffy@experiencescottsdale.com) or 480-889-2716

## **ON THE HORIZON**

### ***Member Opportunities***

- \*Calgary Stampede Media/Client Event & Mission – July 2018
- \*San Francisco Media/Client Event & Mission – Sept. 2018
- \*Toronto Media + Trade Event – Oct. 2018
- \*Chicago Media/Client Event & Mission – Fall/Winter 2018
- \*Travel Classics West, Scottsdale – Nov. 2018
- \*Travel Classics West pre/post-conference press visits – Nov. 2018
- \*Canada Press Trip – Q4 2018

### ***EXPERIENCE SCOTTSDALE- Only Programs***

- UK Mission/Visit USA Ball – July 2018
- AOT Toronto – TBD

*NOTE: This is a fluid document and Experience Scottsdale maintains the right to cancel or reschedule programs at any time.*



EXPERIENCE  
**SCOTTSDALE**

**Convention Sales Program of Work 2017-2018**

|                       | 2017  |  |   |  |  |   | 2018  |   |  |  |  |   |
|-----------------------|---|--|---|--|--|---|---|---|--|--|--|---|
|                       | JULY  | AUGUST   | SEPTEMBER   | OCTOBER  | NOVEMBER   | DECEMBER  | JANUARY   | FEBRUARY  | MARCH  | APRIL  | MAY  | JUNE  |
| <i>Trade Shows</i>    |   | ASAE Annual Meeting & Expo Toronto, Ontario Aug. 13-15<br><b>SF</b>                                  | SITE Texas Roadshow<br><b>KU</b>  | IMEX Las Vegas, Nev. Oct. 10-12<br><b>TBD</b>      | FICP Annual Meeting San Diego, Calif. Nov. 12-15<br><b>EP</b>            | Holiday Showcase Chicago, Ill. Dec. 14<br><b>TJ</b> | FICP Winter Symposium<br><b>EP</b>                                | World Congress Medical Mtgs Summit Philadelphia, Penn.<br><b>EP</b> | Destination Showcase D.C.<br><b>SF</b>                           | HelmsBriscoe ABC<br><b>TBD</b>   | Xperience Design Project (XDP)<br><b>SF</b>                              | MPI-WEC<br><b>TBD</b>                         |
|                       |   | Incentive Works Toronto, Ontario Aug. 22-24<br><b>KU</b>   |   | M&C Destination Arizona Oct. 29-31<br><b>SJ/AL</b> | HPN Partner Conference San Francisco, Calif. Nov. 29-Dec. 1<br><b>TJ</b> | INTER [action] AmEx Supplier Showcase<br><b>TBD</b> | PCMA Convening Leaders Nashville, Tenn. Jan. 7-10<br><b>SF/TJ</b> |   | EnVision Experient Annual Conference<br><b>KU</b>                | Connect Rocky Mountain<br><b>SJ</b>                                    | Conference Direct APM<br><b>TBD</b>                                      | PCMA Education Conference<br><b>SF</b>        |
|                       |   | FICP Summer Symposium Toronto, Ontario<br><b>KU</b>  |   | Connect Ohio<br><b>TJ</b>                          | Conference Direct Forum Florida<br><b>TBD</b>                            | Elite Meetings Alliance Orlando<br><b>KU</b>        |   |   | MIC of Colorado Denver<br><b>SJ</b>                              | NASC Sports Symposium<br><b>EP</b>                                     |  |   |
|                       |   | Connect Marketplace New Orleans, La. Aug. 21-23<br><b>SF/TJ/EP</b>                                   |   |  |  | SITE SoCal Holiday Event<br><b>KB</b>               |   |   | Meeting Site Resource Annual Mtg<br><b>TBD</b>                   |  |  |   |
|                       |   | SITE Minnesota Education Event Aug. 1<br><b>TJ</b>   |   |  |  | USS Sports Congress<br><b>EP</b>                    |   |   | MPI NCC<br><b>KB</b>   |  |  |   |
|                       |   | MPI Educon<br><b>SJ/AL</b>   |   |  |  | Connect D.C<br><b>SF</b>                            |   |   | Pharma Forum<br><b>EP</b>  |  |  |   |
| <i>FAMs</i>           |   |  | 3rd Annual Sonoran FAM Sept. 24-27<br><b>ALL</b>                                    |  | 7th Annual Canadian FAM Nov. 19-22<br><b>KU</b>                          |   | Scottsdale Fiesta Bowl Sports FAM<br><b>EP</b>                    |   | Sports Spring Training FAM<br><b>EP</b>                          |  | 31st Annual Sunational FAM<br><b>ALL</b>                                 | 6th Annual Medical Meetings FAM<br><b>ALL</b> |
| <i>Sales Missions</i> | Orange County & San Diego Spa Events July 26-27<br><b>KB/KG</b> | Minnesota Sales Calls Aug. 2-3<br><b>TJ</b>  | San Francisco Giants All-Dept. Event San Francisco, Calif. Sept. 11<br><b>KB/KG</b> | HelmsBriscoe Event<br><b>SJ</b>                    | Local Client Event<br><b>SJ/KG/AD</b>                                    | New York & Connecticut Sales Calls<br><b>EP</b>     | Dallas & Austin Sales Mission & Dallas Client Event<br><b>KU</b>  | Minneapolis & St. Paul Sales Mission & Client Event<br><b>TJ/KG</b> | Chicago Sales Mission<br><b>TJ</b>                               | Seattle & Portland Sales Mission & SH Worldwide Spa Event<br><b>KB</b> | Boston & Connecticut Sales Mission & Boston Client Event<br><b>EP/KG</b> |   |
| <i>Sales Calls</i>    |   |  |   |  |  |   |   |   |  |  |  |   |
| <i>Client Events</i>  | Mid-Atlantic Sales Mission<br><b>SF</b>                         | Philadelphia, New York City & South Jersey Sales Mission & Philadelphia Client Event<br><b>EP/KG</b> |   | Ohio Sales Calls<br><b>TJ</b>                      | CD Industry Insight<br><b>TBD</b>  | Milwaukee Sales Calls<br><b>TJ</b>                  |   | Atlanta Sales Calls<br><b>KU</b>                                    | Chicago Blackhawks All-Dept. Event Chicago, Ill.<br><b>TJ/KG</b> | Toronto Sales Mission & Client Event<br><b>KU/KG</b>                   | Raleigh & Nashville Sales Calls<br><b>KU</b>                             |   |
|                       | Tucson Sales Calls<br><b>SJ</b>                                 | Denver Sales Mission<br><b>SJ</b>  |   |  |  | Mid-Atlantic Sales Calls<br><b>SF</b>               |   |   | Washington, D.C., Client Event<br><b>SF/KG</b>                   | Kansas & Missouri Sales Calls<br><b>TJ</b>                             |  |   |
|                       |   | Colorado Rockies All-Dept. Event Denver, Colo. Aug. 16<br><b>TJ/KG</b>                               |   |  |  | Local Client Dinner<br><b>SJ</b>                    |   |   |  | Local Travel Trade & Meetings Tradeshow<br><b>SJ/KG/AD</b>             |  |   |



EXPERIENCE  
**SCOTTSDALE**

**Tourism Program of Work 2017-2018**

**JULY 2017**

**Arizona Governor's Conference on Tourism – July 19-21, 2017**

This conference provides a forum for professionals from destination marketing organizations, tour operators, attractions, airlines, accommodations and other hospitality related organizations to come together to discuss marketing strategies, partnership opportunities, and critical issues facing the Arizona tourism industry.

- Participation Cost: \$325 (To register, visit [www.aztourismconference.com](http://www.aztourismconference.com))
- Location: JW Marriott Phoenix Desert Ridge Resort & Spa
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

**AUGUST 2017**

**Los Angeles/Las Vegas Receptive Sales Mission – August 2017**

The Experience Scottsdale tourism team will conduct sales calls to receptive tour operators in Los Angeles and Las Vegas. These high-volume clients are responsible for sending thousands of visitors to Scottsdale from all international markets.

- Participation Cost: Brochure Distribution Only \$100
- Location: Los Angeles, Calif. and Las Vegas, Nev.
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

**Denver Sales Mission & Client Event – Aug. 14-18, 2017**

Experience Scottsdale will travel to Denver for a sales mission and to host clients at a Colorado Rockies game. This event will give participating members the chance to present their company information to travel agents in this important feeder market.

- Participation Cost: \$650 (plus travel expenses) – space is limited
- Location: Denver, Colo.
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

**Western Canada Sales Mission – Aug. 28 – Sept. 1, 2017**

Experience Scottsdale will travel to Calgary and Edmonton to conduct sales calls and host an upscale client event for top travel agents in both cities. This mission will give participating members the chance to present their company's information to travel agents in these important feeder markets.

- Participation Cost: \$650 (plus travel expenses) / \$200 brochure distribution only – space is limited
- Location: Calgary and Edmonton, Alberta, Canada
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

**SEPTEMBER 2017**

**San Francisco Travel Agent Sales Mission & Client Event – Sept. 11-15, 2017**

Experience Scottsdale will travel to San Francisco to conduct sales calls and host clients for a San Francisco Giants game on Fan Appreciation Day at AT&T Ballpark. This mission will give participating members the chance to present their company information to travel agents in this important feeder market.

- Participation Cost: TBD / \$150 brochure distribution only
- Location: San Francisco, Calif.
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

### **United Kingdom Sales Mission – Sept. 11-15, 2017**

Experience Scottsdale will conduct tour operator sales calls and destination product trainings in the U.K. Members are invited to join in this sales mission and meet face-to-face with key accounts in the U.K.

- Participation Cost: \$1,000 (plus travel expenses) / \$200 brochure distribution only
- Location: London, England and surrounding areas
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

### **Eastern U.S. & Canada Fall Package Promotion – September 2017**

Experience Scottsdale will send an e-blast and mailing to travel agents in key Eastern U.S. and Canada feeder markets such as New York, Connecticut, New Jersey, Boston, Toronto and Montreal. The e-blast and mailing are wonderful ways to promote your shoulder season vacation packages.

- Participation Cost: \$50
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

## **OCTOBER 2017**

### **American Cup Golf Invitational – Oct. 1-6, 2017**

Experience Scottsdale will participate with other destination sponsors at the 3<sup>rd</sup> annual American Cup Golf Invitational (ACGI). The ACGI is an invitation-only industry event involving a Ryder Cup style competition. Senior travel industry representatives from tour companies, airlines, travel agencies and other selected influential travel industry organizations from around the world compete.

- Participation Cost: \$3,000
- Location: Bloomington, Minn.
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

### **NBAA Annual Conference – Oct. 10-12, 2017**

Experience Scottsdale teams up with Scottsdale Airport to promote the destination for corporate and leisure travel. NBAA is a diverse group of entrepreneurs and organizations located around the United States and makes up the majority of America's business aviation fleet. Scottsdale will host a 40'x40' booth with a Barrett-Jackson Collector Car Auction as the centerpiece.

- Participation Cost: \$200 brochure distribution only
- Location: Las Vegas, Nev.
- Contact: Deanne Boynton Grupp at [dboyntongrupp@experiencescottsdale.com](mailto:dboyntongrupp@experiencescottsdale.com) or 480-949-6285

### **Showcase Arizona in Mexico – October 2017**

Showcase Arizona promotes fall and holiday shopping, family activities and accommodations to an important drive market. The main event is a consumer show for 800 local society women and includes a travel exhibit and fashion show. Local travel agents will also be invited to attend the event.

- Participation Cost: \$900-\$2,500 per AOT (plus travel expenses) / \$200 brochure distribution only
- Location: Hermosillo, Mexico
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

### **Eastern Canada Sales Mission – October 2017**

Experience Scottsdale will travel to Eastern Canada to conduct sales calls and host a client dinner for top travel agents in Toronto. This mission will give participating members the chance to present their company information to travel agents in this important feeder market.

- Participation Cost: \$600 (plus travel expenses)/ \$200 brochure distribution only – space is limited
- Location: Toronto, Ontario, Canada
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

### **New York Travel Agent Sales Mission – October 2017**

Experience Scottsdale will travel to New York to conduct sales calls and host a unique client event for travel agents. This mission will give participating members the chance to present their company information to travel agents in this important feeder market.

- Participation Cost: \$850 (plus travel expenses) / \$150 brochure distribution only
- Location: New York, NY
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

### **New York Receptive Tour Operator Sales Calls – October 2017**

Experience Scottsdale will conduct sales calls to receptive tour operators in New York City who are responsible for sending international meeting and incentive programs to Scottsdale from countries such as the United Kingdom, Germany, Austria, Switzerland, France, Netherlands, Italy, South American, and the Scandinavian countries.

- Location: New York, NY
- Contact: Deanne Boynton Grupp at [dboyntongrupp@experiencescottsdale.com](mailto:dboyntongrupp@experiencescottsdale.com) or 480-949-6285

## **NOVEMBER 2017**

### **Chicago Travel Agent Sales Mission – November 2017**

Experience Scottsdale will travel to Chicago to conduct sales calls and host a dinner for top travel agents in Chicago. This mission will give participating members the chance to present their company information to travel agents in this important feeder market.

- Participation Cost: \$TBD (plus travel expenses) / \$150 brochure distribution only
- Location: Chicago, Ill.
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

### **World Travel Market (WTM) – Nov. 6-9, 2017**

WTM is a dedicated business-to-business forum with more than 40,000 industry professionals from 150 countries in attendance. Pre-scheduled appointments with U.K. tour operators are arranged. This year the booth costs will be split by all participating DMOs and members.

- Participation Cost: \$2,500
- Location: London, England
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

### **IBTM Trade Show – Nov. 28-30, 2017**

IBTM is a meetings and incentive show with a visitor audience of 6,000 visitors, hosted buyers and press from 78 countries. The three-day show consists of one-on-one meetings with professionals responsible for planning international meetings, conferences, incentive travel and events. Experience Scottsdale will share a booth with the Visit Tucson and invites members to attend.

- Participation Cost: \$1,500 (plus travel expenses) / \$200 brochure distribution only
- Location: Barcelona, Spain
- Contact: Deanne Boynton Grupp at [dboyntongrupp@experiencescottsdale.com](mailto:dboyntongrupp@experiencescottsdale.com) or 480-949-6285

## **DECEMBER 2017**

### **National Tour Association (NTA) – Dec. 14-18, 2017**

The NTA Trade Show is the largest pre-scheduled appointment tradeshow with tour operators from the United States and Canada. Individual suppliers and DMOs conduct 35-50 appointments during the trade show.

- Participation Cost: \$1,200 (plus travel expenses) – open to NTA members only
- Location: San Antonio, Texas
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

## **JANUARY 2018**

### **Go West Summit – Jan. 16-19, 2018**

Go West Summit provides a unique business setting structured specifically to give Western U.S. suppliers the chance to promote their product to tour operators from around the world and receptive operators from the United States. This show consists of two days of one-on-one appointments, tourism industry seminars and evening events.

- Participation Cost: \$2,495 (register online [www.GoWestSummit.com](http://www.GoWestSummit.com))
- Location: TBD
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

### **Spring Training Package Promotion – January 2018**

Experience Scottsdale will send an e-blast and mailing to travel agents in key spring training feeder markets such as San Francisco, Denver, Chicago and Los Angeles. The e-blast and mailing are wonderful ways to promote spring training packages.

- Participation Cost: \$50
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

## FEBRUARY 2018

### Dallas Sales Mission – January or February 2018

Experience Scottsdale will travel to Dallas for a sales mission. This event will give participating members the chance to present their company information to travel agents in this important feeder market.

- Participation Cost: \$500 (plus travel expenses) – \$150 brochure distribution only
- Location: Dallas, Texas
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

## MARCH 2018

### International Tourismus Borse (ITB) Trade Show – March 7-11, 2018

ITB is an annual trade show that involves more than 50,000 tourism professionals from around the world, including travel agents, tour operators and media. Pre-scheduled appointments are arranged through Arizona's German representative. This year the booth costs will be split by all participating DMOs and members.

- Participation Cost: \$2,500 (plus travel expenses) – space is limited
- Location: Berlin, Germany
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

### AOT Mexico Sales Mission – March 2018

Experience Scottsdale will join the Arizona Office of Tourism and statewide DMOs for a sales mission to Mexico City and Guadalajara, Mexico. This sales mission will consist of tour operator sales calls, a client event, and destination product trainings for travel agents and tour operators.

- Participation Cost: \$1,500 (plus travel expenses) / \$200 brochure distribution only – space is limited
- Location: Mexico City and Guadalajara, Mexico
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

## APRIL 2018

### German Sales Mission – April 2018

Experience Scottsdale will conduct tour operator sales calls and destination product trainings in Germany. Members are invited to join Experience Scottsdale on this sales mission and meet face-to-face with key accounts in Germany.

- Participation Cost: \$1,000 (plus travel expenses) / \$200 brochure distribution only
- Location: Munich, Frankfurt, Hannover and Hamburg, Germany
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

### AAA Summer Package Promotion – April 2018

Experience Scottsdale will send an e-blast and mailing to AAA travel offices nationwide. The e-blast and mailing are excellent ways to promote your summer deals.

- Participation Cost: \$50
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

### Southern California Sales Mission – April 2018

Experience Scottsdale will travel to Los Angeles to conduct sales calls and host a high-end client event for 30-35 top travel agents. This mission will give participating members the chance to present their company information to travel agents in this important market.

- Participation Cost: \$500 (plus travel expenses) / \$150 brochure distribution only
- Location: Los Angeles, Calif.
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

## MAY 2018

### U.S. Travel Association IPW Trade Show – May 19-23, 2018

IPW is the largest and most important international trade show held in the United States. Experience Scottsdale will have pre-scheduled appointments with top international and domestic tour operators from Asia, Australia, Canada, Germany, Latin America, Mexico and the United Kingdom. Experience Scottsdale will have a booth and invite members to participate.

- Participation Cost: \$3,000 (plus travel expenses) – space is limited
- Location: Denver, Colo.
- Contact: Sarah Kearney at [skearney@experiencescottsdale.com](mailto:skearney@experiencescottsdale.com) or 480-889-2705

### **Scottsdale Local Travel Professional Event – May 2018**

Experience Scottsdale will hold a local client tradeshow at a location to be determined. This trade show/agent training day is a great way to educate and refresh local Arizona agents on our Scottsdale hotel and attractions product.

- Participation Costs: \$75 local event (includes table for trade show) / \$50 brochure distribution only
- Location: Scottsdale, Ariz.
- Contact: Nicole Krekeler at [nkrekeler@experiencescottsdale.com](mailto:nkrekeler@experiencescottsdale.com) or 480-949-2161

**JUNE 2018**

DRAFT



## DRAFT 2017-18 Performance Standards

Experience Scottsdale’s vision is to position Scottsdale as a world-class vacation, meetings and group travel destination by communicating an image that sells the uniqueness of the Scottsdale experience. While Experience Scottsdale is a membership-based organization, our marketing and promotional efforts aim to provide our visitors with the most relevant destination-wide content in order to inspire them to consider Scottsdale.

Each year, Experience Scottsdale prepares a list of performance standards, which is our contractual guarantee to the City of Scottsdale. The performance standards are determined for the subsequent year by both Experience Scottsdale and the City’s contract administrator based on multiple factors, including the organization’s overall budget (including funding changes from all sources), our prior year performance, priority areas where funds will be deployed in the coming year, economic and business cycles, and the capacity of our staff and resources. We aim to exceed these measures each year by setting higher requirements for individual staff performance in order to provide the City with the greatest return on investment possible.

All performance standards are based on Experience Scottsdale’s overall outcomes for the Scottsdale market area. The Scottsdale market area means all businesses located in Scottsdale and its surrounding areas that are part of Experience Scottsdale’s membership, including members located in partner communities.

| Experience Scottsdale Budget   | 2017-18 Budget | 2017-18 Change vs. 16-17       | 2016-17 Budget |                                       |                              | 2015-16 Budget |                |
|--|----------------|--------------------------------|----------------|---------------------------------------|------------------------------|----------------|----------------|
| City of Scottsdale Funds<br><i>Does not include pass-through Fiesta Bowl funding</i>                           | \$9,820,579    | 2.4%                           | \$9,591,156    |                                       |                              | \$9,090,525    |                |
| Experience Scottsdale Performance Standards  | 2017-18 Goals  | 2017-18 Change vs. 16-17 Goals | 2016-17 Goals  | 2016-17 Actual (9 months: July-March) | 2016-17 % of Annual (9 mos.) | 2015-16 Goals  | 2015-16 Actual |
| <b>Convention Sales &amp; Services</b>   |                |                                |                |                                       |                              |                |                |
| Generate convention sales leads for Scottsdale market area properties  | <b>1,404</b>   | 4%                             | <b>1,356</b>   | 1,205                                 | 89%                          | <b>1,296</b>   | 1,511          |
| Conduct customer site inspections for Scottsdale market area properties  | <b>192</b>     | 0%                             | <b>192</b>     | 164                                   | 85%                          | <b>180</b>     | 237            |
| Confirm convention bookings into Scottsdale market area properties for future dates                            | <b>432</b>     | 3%                             | <b>420</b>     | 392                                   | 93%                          | <b>408</b>     | 536            |
| Confirm convention bookings into Scottsdale market area properties for future dates resulting in room nights   | <b>126,756</b> | 5%                             | <b>120,720</b> | 124,128                               | 103%                         | <b>114,000</b> | 167,056        |
| Generate services leads and hotel leads for 10 rooms or fewer for Scottsdale market area properties/businesses | <b>288</b>     | 4%                             | <b>276</b>     | 246                                   | 89%                          | <b>264</b>     | 303            |

| <b>Experience Scottsdale Performance Standards</b>  | <b>2017-18 Goals</b> | <b>2017-18 Change vs. 16-17 Goals</b> | <b>2016-17 Goals</b> | <b>2016-17 Actual (9 months: July-March)</b> | <b>2016-17 % of Annual (9 mos.)</b> | <b>2015-16 Goals</b> | <b>2015-16 Actual</b> |
|---|----------------------|---------------------------------------|----------------------|--|-------------------------------------|----------------------|-----------------------|
| <b>Tourism</b>  |                      |                                       |                      |  |                                     |                      |                       |
| Generate domestic and international tour program leads and services for Scottsdale market area properties/businesses        | <b>1,500</b>         | 0%                                    | <b>1,500</b>         | 1,389  | 93%                                 | <b>1,500</b>         | 2,145                 |
| Promote the Scottsdale market area as one of the world's top leisure destinations to targeted clients                       | <b>3,300</b>         | 0%                                    | <b>3,300</b>         | 2,813  | 85%                                 | <b>3,300</b>         | 3,946                 |
| Generate travel agent impressions via destination product offering in tour operator brochures                               | <b>3.0 million</b>   | 0%                                    | <b>3.0 million</b>   | 3,042,000                                    | 101%                                | <b>2.9 million</b>   | 3.57 million          |
| <b>Communications</b>   |                      |                                       |                      |  |                                     |                      |                       |
| Generate media hits about the Scottsdale market area  | <b>1,000</b>         | 0%                                    | <b>1,000</b>         | 732  | 73%                                 | <b>1,000</b>         | 1,204                 |
| <b>Marketing</b>  |                      |                                       |                      |  |                                     |                      |                       |
| Generate brand engagements through visitor guide distribution, collateral downloads, email opens and social media followers | <b>650,000</b>       | 51%                                   | <b>430,000</b>       | 796,109                                      | 185%                                | --                   | --                    |
| Generate visitor sessions to the Experience Scottsdale website and all affiliate sites                                      | <b>1.75 million</b>  | 46%                                   | <b>1.2 million</b>   | 1,552,738                                    | 129%                                | --                   | --                    |



## **DRAFT 2017-18 Performance Standards Glossary of Terms, and Performance Standards & Budget Notes**

All performance standards are based on Experience Scottsdale’s overall outcomes for the Scottsdale market area. The Scottsdale market area means all businesses located in Scottsdale and its surrounding areas that are part of Experience Scottsdale’s membership, including members located in partner communities.

### **Convention Sales & Services**

#### **Glossary of Terms**

- **Generate convention sales leads for Scottsdale market area properties** – Experience Scottsdale customizes all meeting planners’ requests for accommodations and meeting space. These leads are sent to Scottsdale market area properties that best meet the needs of the planner.
- **Conduct customer site inspections for Scottsdale market area properties** – Customer site inspections include meeting planner familiarization tours planned for several planners as well as individual site inspections whereby planners who are actively considering Scottsdale for future programs are able to experience the Scottsdale market area and Scottsdale market area properties first hand. Experience Scottsdale recommends properties to planners, but the properties ultimately visited are those approved by the planner.
- **Confirm convention bookings into Scottsdale market area properties for future dates** – Experience Scottsdale’s convention sales team works with meeting planners and Scottsdale market area properties to secure future meetings. We influence bookings by serving up the best-quality clients and opportunities possible, uncovering new business for the destination, and building relationships with planners in order to gain their repeat business in the destination.
- **Confirm convention bookings into Scottsdale market area properties for future dates resulting in room nights** – Based on the number of bookings confirmed for Scottsdale market area properties due to Experience Scottsdale efforts, we track planned room nights at the time a booking is confirmed.
- **Generate services leads and hotel leads for 10 rooms or fewer for Scottsdale market area properties/businesses** – Experience Scottsdale customizes all meeting planners’ requests for accommodations, meeting space and other types of services. By efficiently matching a planner’s requests for destination management services, off-property venues, speakers, wholesale gifts and other types of services with member businesses, Experience Scottsdale streamlines the planning process and makes the planner’s job easier.

## **Performance Standards & Budget Notes**

We carefully consider our performance standards each year based on multiple factors, including the organization's overall budget (including funding changes from all sources), our prior year performance, priority areas where funds will be deployed in the coming year, economic and business cycles, and the capacity of our staff and resources. We aim to exceed our contractual guarantee to the City each year by setting higher requirements for individual staff performance in order to provide the City with the greatest return on investment possible.

In evaluating Convention Sales performance standards, we began by reviewing our current performance standards as well as our actual performance from the year prior. We also took into account all of the factors listed above, as well as changes in rooms booked associated with major events, like Final Four; the meeting cycles of key clients; and the capacity of our sales staff. In addition, we are monitoring the uncertainty that currently exists in the meetings industry and within Canada. Meetings outlooks show slowing growth, Canada's economy continues to struggle and the Canadian dollar remains weak against the U.S. dollar, and uncertainly remains about the potential impact of federal policies on immigration that have raised concerns about international travel. Furthermore, the current forecast for Scottsdale's tourism industry for 2017 is in line with the forecast for the U.S. hotel industry as a whole – negative occupancy growth with less than 3% average daily rate growth and less than 2.5% growth in revenue per available room.

The Convention Sales & Services budget will increase by 4.4% in 2017-18 to cover the costs of several multi-department events, as well as a new economic impact calculator for meetings. Multi-department events have previously been paid for out of marketing's budget, but expenses for these events will now be paid for by the Convention Sales, Tourism and Communications departments. This increase accounts for the department's portion of the multi-department events. The economic impact calculator will allow Experience Scottsdale to determine the economic impact of meetings booked into the destination by our team.

Performance standards increases for leads and bookings are being recommended due to staff members hired last fiscal year that are much more established in their markets and therefore we anticipate seeing a greater return on their sales efforts in the coming year. We also anticipate growth in room nights due to a post-election rebound being seen in our Mid-Atlantic market. However, we are not recommending an increase in site inspections as we are not adding any new familiarization tours to our program of work or expanding our Site See Fly Free program that allows us to host additional planners for individual site inspections.

## Tourism

### Glossary of Terms

- **Generate domestic and international tour program leads and services for Scottsdale market area properties/businesses** – Experience Scottsdale customizes all tour program leads and services for accommodations, activities, transportation, destination materials and more. These leads are sent to Scottsdale market area properties and businesses that best meet the needs of the program. Tour program leads and services include requests from travel agents, tour operators, airline vacation divisions, receptive operators, wholesale operators, online travel agencies, etc.
- **Promote the Scottsdale market area as one of the world’s top leisure destinations to targeted clients** – To quantify these promotions, Experience Scottsdale will include all face-to-face meetings with travel professionals at trade shows, sales missions, client events and educational seminars whereby the tourism team works to cultivate relationships with new clients and meet with long-term clients, educate travel professionals on the Scottsdale market area, and generate leads for Experience Scottsdale members.
- **Generate travel agent impressions via destination product offering in tour operator brochures** – During one-on-one client meetings, Experience Scottsdale reviews tour operator brochures, also known as travel catalogues, to ensure that Scottsdale market area hotels and resorts are properly featured within a Scottsdale-branded section, as well as the destination being prominently featured in the brochure and possibly even highlighted on the cover. Experience Scottsdale will report on the number of travel agents that receive domestic and international tour operator brochures where our team has influenced the product offering to include Scottsdale market area product.

### Performance Standards & Budget Notes

We carefully consider our performance standards each year based on multiple factors, including the organization’s overall budget (including funding changes from all sources), our prior year performance, priority areas where funds will be deployed in the coming year, economic and business cycles, and the capacity of our staff and resources. We aim to exceed our contractual guarantee to the City each year by setting higher requirements for individual staff performance in order to provide the City with the greatest return on investment possible.

In evaluating Tourism performance standards, we began by reviewing our current performance standards as well as our actual performance from the year prior. We also took into account all of the factors listed above, as well as the capacity of our tourism staff. We are unable to add new markets or shows without additional staff and money. Plus, based on the feedback of our partners and members, we have been encouraged to remain focused on our key markets versus moving resources to emerging markets. In addition, we are monitoring the uncertainty that currently exists in our key international markets, including Canada, which is one of our most important international markets for visitation. The continuing strength of the dollar against a weak global economy coupled with uncertainty about federal policies on immigration have raised concerns about international travel. Multiple sources have been reporting that interest in visiting the United States, including online searches for airline tickets and

hotels, started dropping after the election. The most significant losses are expected to come from Mexico, Europe and the Middle East, according to one source. Furthermore, the current forecast for Scottsdale's tourism industry for 2017 is in line with the forecast for the U.S. hotel industry as a whole – negative occupancy growth with less than 3% average daily rate growth and less than 2.5% growth in revenue per available room.

The Tourism budget will increase by 8.2% in 2017-18 to cover the costs of several multi-department events. Multi-department events have previously been paid for out of marketing's budget, but expenses for these events will now be paid for by the Convention Sales, Tourism and Communications departments. This increase accounts for the department's portion of the multi-department events.

We recommend performance standards remain flat; however, we are keeping an eye on the tour operator brochures as many tour operators are switching from distributing their brochures annually to every other year. Many operators in the United States and Canada also are shifting from printed brochures to offering their brochures online where it is more difficult to track distribution. This could impact our performance standard and may make this goal difficult to track in the future. While we have already accomplished our goal for 2016-17, most of the impressions come from brochures distributed in January and February; few additional brochure distributions are expected for the remainder of the year.

## **Communications**

### **Glossary of Terms**

- **Generate media hits about the Scottsdale market area** – Media hits can be any publication or medium (such as TV, radio, newspaper, magazine, website, blog, social media, etc.) whereby the Scottsdale market area or Scottsdale market area members of Experience Scottsdale are mentioned due to efforts of the Experience Scottsdale communications team (such as pitching, assistance with information or photos, hosting in the destination, etc.).

### **Performance Standards & Budget Notes**

We carefully consider our performance standards each year based on multiple factors, including the organization's overall budget (including funding changes from all sources), our prior year performance, priority areas where funds will be deployed in the coming year, economic and business cycles, and the capacity of our staff and resources. We aim to exceed our contractual guarantee to the City each year by setting higher requirements for individual staff performance in order to provide the City with the greatest return on investment possible.

In evaluating Communications performance standards, we began by reviewing our current performance standards as well as our actual performance from the year prior. We also took into account all of the factors listed above, as well as the capacity of our communications staff. In addition, we are monitoring the uncertainty that currently exists in our key international markets, including Canada, which is one of our most important international markets for visitation. The continuing strength of the dollar against a weak global economy coupled with uncertainty about federal policies on immigration have raised concerns about international travel and are impacting media interest in covering U.S. destinations. Multiple sources have been reporting that interest in visiting the United States, including online

searches for airline tickets and hotels, started dropping after the election. The most significant losses are expected to come from Mexico, Europe and the Middle East, according to one source. Furthermore, the current forecast for Scottsdale's tourism industry for 2017 is in line with the forecast for the U.S. hotel industry as a whole – negative occupancy growth with less than 3% average daily rate growth and less than 2.5% growth in revenue per available room.

The Communications budget will decrease by 0.9% in 2017-18. The department has increased costs associated with several multi-department events. Multi-department events have previously been paid for out of marketing's budget, but expenses for these events will now be paid for by the Convention Sales, Tourism and Communications departments. However, the department also has cost savings as they will not be hosting the biennial Travel Classics West travel writer conference this year; it will return to Scottsdale in 2018-19.

We recommend performance standards remain flat. To better reflect the efforts of the communications team in generating media hits about the Scottsdale market area as a world-class travel and meetings destination, we will no longer include articles generated by the community and government affairs team in the performance standards. However, due to increased efforts with social media influencers and bloggers, we recommend that the number of media hits remain the same.

## Marketing

### Glossary of Terms

- **Generate brand engagements through visitor guide distribution, collateral downloads, email opens and social media followers** – To quantify brand engagements, Experience Scottsdale will include the total number of visitor guides distributed to new and repeat customers; all collateral downloads from our website (such as the visitor guide and other niche guides) to new and repeat customers; all emails opened by leisure visitors, travel professionals and meeting planners; video views on YouTube; and new social media followers, including to our Facebook, Twitter and Instagram accounts.
- **Generate visitor sessions to the Experience Scottsdale website and all affiliate sites** – A visitor session counts each time a person comes to ExperienceScottsdale.com or any other affiliate website of Experience Scottsdale.

### Performance Standards & Budget Notes

We carefully consider our performance standards each year based on multiple factors, including the organization's overall budget (including funding changes from all sources), our prior year performance, priority areas where funds will be deployed in the coming year, economic and business cycles, and the capacity of our staff and resources. We aim to exceed our contractual guarantee to the City each year by setting higher requirements for individual staff performance in order to provide the City with the greatest return on investment possible.

In evaluating Marketing performance standards, we began by reviewing our current performance standards as well as our actual performance from the year prior. We also took into account all of the

factors listed above, as well as monitoring the uncertainty that currently exists with Canada, which is one of our most important international markets for visitation. Canada's economy continues to struggle, the Canadian dollar remains weak against the U.S. dollar, and uncertainly remains about the potential impact of federal policies on immigration that have raised concerns about international travel. Furthermore, the current forecast for Scottsdale's tourism industry for 2017 is in line with the forecast for the U.S. hotel industry as a whole – negative occupancy growth with less than 3% average daily rate growth and less than 2.5% growth in revenue per available room.

The Marketing budget will increase by 6.5% in 2017-18. Funds will be used to cover print, digital, TV and out-of-home marketing programs that provide a vibrant image of Scottsdale as a vacation destination, as well as some marketing to meeting planners. Our TV buys and high-impact programs, such as station dominations, will drive awareness in our key markets of Chicago, New York, San Francisco and throughout Canada. We also will add high-impact programs and TV in Los Angeles. With a change in our brand and performance standards last year, we set a new baseline. Based on last year's results, we are recommending large increases in both performance standards to better reflect the anticipated efforts of Experience Scottsdale.

## **Community & Government Affairs**

### **Budget Notes**

The Community & Government Affairs budget is increasing 27.4% in 2017-18 to cover the cost of the Visitor Industry Customer Analysis study, which is conducted every two years. This proprietary research helps Experience Scottsdale determine where advertising is placed to when messages are run in each market. It enables our organization to target, down to the household level, potential, high-value visitors with a propensity to travel to Scottsdale.

## **Personnel**

### **Budget Notes**

The budget for personnel is increasing 4.8% in 2017-18. Personnel costs include salaries, benefits and payroll taxes. Reforecasted salaries include vacancy savings. The 2017-18 proposed salaries compared to 2016-17 budgeted salaries reflects a change of 3.4%. The increase in personnel is due to filling the current vacant positions, increased costs associated with employee benefits, and a 3% merit pool based on employee performance. Any anticipated costs in personnel that come in less will be reallocated to marketing programs.

## **Operations/Administration**

### **Budget Notes**

The budget for operations/administration is increasing 3.6% in 2017-18. The increase is due to our first full year under our new lease at the Galleria Corporate Centre, as well as our first full year lease at Scottsdale Fashion Square for the Scottsdale Tourist Information Center. Any anticipated costs in operations/administration that that come in less will be reallocated to marketing programs.

WORKING DRAFT  
Scottsdale Convention Visitors Bureau  
Budgets

|   | Approved<br>2016-2017<br>Budget | 2016-2017<br>Reforecast<br>Budget 1st<br>Qtr | Proposed<br>2017-2018<br>Budget | % Difference<br>Based Upon<br>Reforecast<br>Amount |
|---|---------------------------------|--|---------------------------------|--|
| <b>REVENUE</b>                            |                                 |  |                                 |  |
| <b>Contracts</b>                          |                                 |  |                                 |  |
| City of Scottsdale - Contract             | 9,357,000                       | 9,357,000                                    | 9,720,579                       | 3.9%   |
| City of Scottsdale - Fiesta Bowl          | 310,850                         | 310,850                                      | 323,286                         | 4.0%   |
| True-Up Payment *                         |                                 | 234,156                                      | 100,000                         | -57.3%   |
| <b>Total City of Scottsdale Revenue</b>   | <b>9,667,850</b>                | <b>9,902,006</b>                             | <b>10,143,865</b>               | <b>2.4%</b>  |
| Town of Paradise Valley                   | 1,275,037                       | 1,275,037                                    | 1,311,919                       | 2.9%   |
| Fort McDowell Yavapai Nation              | 100,000                         | 100,000                                      | 100,000                         | 0.0%   |
| Salt River Pima                           | 100,000                         | 100,000                                      | 100,000                         | 0.0%   |
| State of Arizona - Prop 302               | 1,897,840                       | 1,897,840                                    | 1,850,000                       | -2.5%  |
| <b>Total Contracts</b>                    | <b>13,040,727</b>               | <b>13,274,883</b>                            | <b>13,505,784</b>               | <b>1.7%</b>  |
| Carryover- Private Sector                 | -                               |  | 400,000                         |  |
| <b>Total Private Sector Revenue</b>       | <b>910,000</b>                  | <b>916,487</b>                               | <b>915,031</b>                  | <b>-0.2%</b>                                       |
| <b>TOTAL ALL REVENUE</b>                  | <b>13,950,727</b>               | <b>14,191,370</b>                            | <b>14,820,815</b>               | <b>4.4%</b>  |
| <b>EXPENSE</b>                            |                                 |  |                                 |  |
| <b>Personnel:</b>                         |                                 |  |                                 |  |
| Salaries **                               | 3,983,623                       | 3,953,432                                    | 4,118,225                       | 4.2%   |
| Taxes                                     | 296,277                         | 276,341                                      | 296,354                         | 7.2%   |
| Benefits                                  | 645,100                         | 635,227                                      | 685,778                         | 8.0%   |
| <b>TOTAL Personnel</b>                    | <b>4,925,000</b>                | <b>4,865,000</b>                             | <b>5,100,357</b>                | <b>4.8%</b>  |
| <b>Operating/Administration Expense</b>   | 985,200                         | 1,052,200                                    | 1,090,150                       | 3.6%   |
| <b>Membership Development</b>             | 6,000                           | 6,000  | 6,000                           | 0.0%   |
| <b>Marketing</b>                          | 5,959,977                       | 6,036,620                                    | 6,430,222                       | 6.5%   |
| <b>Pass Through - Fiesta Bowl</b>         | 310,850                         | 310,850                                      | 323,286                         | 4.0%   |
| <b>Communications</b>                     | 555,000                         | 555,000                                      | 550,000                         | -0.9%  |
| <b>Community &amp; Government Affairs</b> | 168,700                         | 168,700                                      | 215,000                         | 27.4%  |
| <b>Convention Sales</b>                   | 700,000                         | 707,000                                      | 737,900                         | 4.4%   |
| <b>Tourism Sales</b>                      | 340,000                         | 340,000                                      | 367,900                         | 8.2%   |
| <b>Private Sector Reserve</b>             |                                 | 150,000                                      | -                               | -100.0%  |
| <b>TOTAL ALL EXPENSE</b>                  | <b>13,950,727</b>               | <b>14,191,370</b>                            | <b>14,820,815</b>               | <b>4.44%</b>                                       |
| <b>Net Cash (Carryover)</b>               | <b>-</b>                        | <b>-</b>                                     | <b>-</b>                        | <b>0.00%</b>                                       |

\* Amount is estimated

\*\* Reforecasted salaries include vacancy savings. 2017-18 proposed salaries compared to 2016-17 budgeted salaries reflects a change of 3.4%